

UNIVERSITY OF ECONOMICS - VARNA
MASTER DEGREE CENTER
DEPARTMENT OF MANAGEMENT AND ADMINISTRATION

Adopted by the FC (record №/ date):

Adopted by the DC (record №/ date):

ACCEPTED BY:

Dean:

(Prof. Stoyan Marinov, PhD)

SYLLABUS

SUBJECT: LEADERSHIP ACROSS CULTURES

DEGREE PROGRAMME: INTERCULTURAL BUSINESS; MASTER`S DEGREE

YEAR OF STUDY: 5; SEMESTER: 10

TOTAL STUDENT WORKLOAD: 120 hours; incl. curricular 30 hours

CREDITS: 4

DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM

<i>TYPE OF STUDY HOURS</i>	WORKLOAD, hours	TEACHING HOURS PER WEEK, hours
CURRICULAR: incl.		
● LECTURES	30	2
● SEMINARS / LAB. EXERCISES	0	0
EXTRACURRICULAR	90	-

Prepared by:

1.
(assoc. prof. D. Serafimova, PhD)
2.
(ch. asst. prof. Silviya Dimitrova, PhD)

Head of department
of Management and Administration:
(assoc. prof Dobrin Dobrev, PhD)

I. ANNOTATION

The course focuses on the concept of culture in corporate and business organizational levels, as well as on theories and practice of leadership. It introduces both classic and contemporary theoretical perspectives to facilitate critical analyses of the role of culture and leadership as driving forces in business organizations. The course also facilitates exploration of trends and challenges that leaders face when leading teams within and across different cultural environments, in learning by doing exercises, as well as roleplay and group mock meeting scenarios. It provides inspiration from practical cases and raises student awareness of what it takes to be a leader in a globalized world and to benefit from cultural mindfulness in decision making and expression of one's leadership style in the workplace. By allowing students to utilise the practical skills of cross-cultural leadership they learn in real corporate and business scenarios, the course helps students develop their own initial goals towards building a future professional managerial career in an intercultural setting.

On completion of the course, the student should be able to explain the interplay between leadership and culture in organizations from different theoretical perspectives, identify and critically analyse key challenges of leadership in corporate and business organizational practices in different parts of the world, and critically analyse trends in leadership and culture development. More practically, students will learn to set performance goals and development goals for themselves, work with managers from other cultures to understand the performance expected of them, to perform their roles as consistent and self-directed, high performing contributors, to receive and act upon feedback from their managers and from others, to evaluate their own performance and make corrections when improvement is called for, to communicate effectively with others, to prioritize and plan their own work in a way that other cultures can validate, to understand the Korn Ferry Leadership competency model and use it to develop their own competencies - especially as pertains to cross-cultural leadership, and to work collaboratively with others from various cultures.

The key competencies for lifelong learning according to European Reference Framework (<https://www.britishcouncil.org/sites/default/files/youth-in-action-keycomp-en.pdf>) that are developed in the course include: Personal, social and learning to learn competence (5), Citizenship competence (6), and Cultural Awareness and Expression (8).

II. THEMATIC CONTENT

№	TITLE OF TOPIC AND SUBTOPICS	NUMBER OF HOURS ¹		
		L	S	L.E.
Theme 1. OVERVIEW		4		
1.1.	Course objectives introduced, the 70/20/10 Development Framework, Corporate Values and Personal Integrity. Ethics			
1.2.	The Korn Ferry Competency Framework, Competencies to be developed			
Theme 2. PERFORMING AS A LEADER AND CULTURE		5		
2.1.	The Seven Factors of Job Performance. Goal Alignment			
2.2.	Competency Level Definitions. Conducting Four Important Types of Conversations and the Element of Culture.			
2.3.	Listening Skills			

¹ L – lectures; S – seminars; L.E. – laboratory exercises

Theme 3: FEEDBACK, ITS APPLICATIONS FOR LEADERSHIP AND INTERCULTURAL DEVELOPMENT		4		
3.1.	Two-Way Feedback			
3.2.	Feedback Exercise			
Theme 4: MANAGING YOUR PRIORITIES AND MANAGING THE EXPECTATIONS OF OTHERS		4		
4.1.	The Concept of Time and Time Management Across Cultures			
4.2.	Your Reputation and Your Career			
4.3.	Reputation Development Exercise			
Theme 5: PERFORMING AND DEVELOPING AT A COMPANY		5		
5.1.	R.E.A.L. People Self-Reflection, Characteristics and Conclusions			
5.2.	Self-Motivation, Expectations and Leadership			
5.3.	Managing Emotions Across Cultures in Leadership			
5.4.	Disagreements with Colleagues - Business/Company Cultural Pitfalls Roleplay and Feedback			
Theme 6: THE 70/20/10 DEVELOPMENT FRAMEWORK		4		
6.1.	The 70/20/10 Development Framework			
6.2.	When they say 'No' and Developing Your Future in an International Environment			
Theme 7: DRIVING CAREER SUCCESS: CULTURAL EXPECTATIONS AND REALITIES		4		
7.1.	Definitions, Scope and Reflection			
7.2.	Ethics and Ethical Issues in Cross-Cultural Companies. Implementing Your Plans Amidst Roadblocks			
Course review, conclusion				
	The Cross-Cultural Leader: A Cross-Cultural Roleplay + feedback			
	Total:	30		

III. FORMS OF CONTROL:

№	TYPE AND FORM OF CONTROL	Number	extracurricular, hours
1.	Midterm control		
1.1.	Self-evaluation exercises	1	10
1.2.	Roleplays	3	30
	Total midterm control:	4	40
2.	Final term control		
2.1.	Examination (test)	1	50
	Total final term control:	1	50
	Total for all types of control:	5	90

IV. LITERATURE

REQUIRED (BASIC) LITERATURE:

1. Leadership Across Cultures Course Materials available at <https://e-learn.ue-varna.bg>.
2. Prominence Interactive E-book. (2020). available at <https://www.prominenceproject.eu/index.php/prominence-interactive/study-guide/study-module/e-book/>.

RECOMMENDED (ADDITIONAL) LITERATURE:

1. Lombardo, M. M. and Eichinger, R. (2016). FYI for your improvement: A guide for development and coaching for learners, managers, mentors, and feedback givers. The Korn/Ferry Company.
2. Némethová, I. - Breveníková, D. - Wiwczaroski, T. - Richter, B. - Bláhová, M. (2018). Global Business Practices: Communication, Leadership, Negotiations, and Ethics. Hamburg, Germany: Verlag Dr. Kovač.
3. Wiwczaroski, T. - Burgiel, A. (eds.) (2020). Global Leadership and Leadership Development. Verlag Dr. Kovač.