



SYLLABUS Academic year 2024-2025

1. Information regarding the programme

1.1 Higher education institution	Universitatea Babeş-Bolyai
1.2 Faculty	Business
1.3 Department	Hospitality Services
1.4 Field of study	Business Administration
1.5 Study cycle	Bachelor
1.6 Study programme / Qualification	Business Administration

2. Information regarding the discipline

2.1 Name of the discipline	Intercultural management						
2.2. Discipline cod	ILE0039						
2.3 Course coordinator	Prof.univ.dr. Adina NEGRUŞA						
2.4 Seminar coordinator	Prof.univ.dr. Adina NEGRUŞA						
2.5. Year of study	3	2.6 Semester	II	2.7. Type of evaluation	C	2.8 Type of discipline	Elective

3. Total estimated time (hours/semester of didactic activities)

3.1 Hours per week	3	Of which: 3.2 course	2	3.3 seminar/laboratory	1
3.4 Total hours in the curriculum	36	Of which: 3.5 course	28	3.6 seminar/laboratory	12
Time allotment:					hours
Learning using manual, course support, bibliography, course notes					16
Additional documentation (in libraries, on electronic platforms, field documentation)					16
Preparation for seminars/labs, homework, papers, portfolios and essays					16
Tutorship					2
Evaluations					4
Other activities: Preparation for the Final Examination					8
3.7 Total individual study hours					39
3.8 Total hours per semester					75
3.9 Number of ECTS credits					3

4. Prerequisites (if necessary)

4.1. curriculum	
4.2. competencies	

5. Conditions (if necessary)



5.1. for the course	<ul style="list-style-type: none"> Classroom with video projector
5.2. for the seminar /lab activities	<ul style="list-style-type: none"> Classroom with video projector

6. Specific competencies acquired

Professional competencies	<ul style="list-style-type: none"> C3.4. Critical and constructive evaluation of how problems related to the operation and administration of a division within companies/ organisations are explained and/ or solved C4.3. Solving various human resource-specific problems/ situations: recruitment, selection, motivation, payroll, work schedule, and training
Transversal competencies	<ul style="list-style-type: none"> CT1. implementing ethical principles, norms, and values within one's own rigorous, efficient, and responsible strategy of work

7. Objectives of the discipline (outcome of the acquired competencies)

7.1 General objective of the discipline	Cross-cultural management course aims a comparative approach of the theory and practice of management in different national contexts that allows the highlight of the similarities and differences that arise between different cultures in terms of concepts, methods and management techniques.
7.2 Specific objective of the discipline	If firms in a given country are well managed, they develop and this will determine the overall development of the country. On the other hand, the expansion of multinational companies requires the knowledge of the peculiarities and ways of management in different cultural contexts. In these circumstances, the course aims to approach of the managerial theory and practice in different national contexts.

8. Content

8.1 Course	Teaching methods	Remarks
1. <i>Globalization, internationalization strategy and intercultural management</i>	<ul style="list-style-type: none"> the use of an interactive course, based on lecture and debates 	1 lecture



	<ul style="list-style-type: none"> discussions and debates during the lecture based on examples provided by the teacher 	
2. <i>Cultural context in management</i>	<ul style="list-style-type: none"> the use of an interactive course, based on lecture and debates discussions and debates during the lecture based on examples provided by the teacher the use of case studies 	1 lecture
3. <i>Elements for defining culture</i>	<ul style="list-style-type: none"> the use of an interactive course, based on lecture and debates discussions and debates during the lecture based on examples provided by the teacher the use of case studies 	1 lecture
4. <i>Culture's dimensions</i>	<ul style="list-style-type: none"> the use of an interactive course, based on lecture and debates discussions and debates during the lecture based on examples provided by the teacher 	1 lecture
5. <i>Influence of culture on communication process</i>	<ul style="list-style-type: none"> the use of an interactive course, based on lecture and debates discussions and debates during the lecture based on examples provided by the teacher the use of case studies 	2 lectures
6. <i>Influence of culture on motivation process</i>	<ul style="list-style-type: none"> the use of an interactive course, based on lecture and debates discussions and debates during the lecture based on examples provided by the teacher the use of case studies 	2 lectures



7. <i>Entry strategies on foreign market and planning process</i>	<ul style="list-style-type: none"> the use of an interactive course, based on lecture and debates discussions and debates during the lecture based on examples provided by the teacher the use of case studies 	2 lectures
8. Formal structures across cultures	<ul style="list-style-type: none"> the use of an interactive course, based on lecture and debates discussions and debates during the lecture based on examples provided by the teacher the use of case studies 	1 lecture
9. Control and coordination of subsidiaries	<ul style="list-style-type: none"> the use of an interactive course, based on lecture and debates discussions and debates during the lecture based on examples provided by the teacher the use of case studies 	1 lecture
Bibliography Compulsory references: 1. Istocescu, A.: Management comparat internațional, Editura Ase, București, 2005. 2. Ionescu, Gh.; Cazan, Emil; Negrușă, A.: Management organizațional, Editura Tribuna Economică, bucurești 2001 - Biblioteca Catedrei de Business Cluj-Napoca. 3. Mead, Richard – International management – Cross Cultural Dimensions, Blackwell Publishing, International, 2005 4. Mendenhall, M.; Punnett, B.J.; Ricks, D.: Global Management, Blackwell Publishers International 1995. 5. Mintzberg, Henry: The Nature of Managerial Work, Prentice-Hall, Englewood Cliffs. H.S. 1980 - Biblioteca Centrală a Universității.		
8.2 Seminar / laboratory	Teaching methods	Remarks
1. Globalization, internationalization strategy and intercultural management	Case study analysis, short presentation, exercises and games	1 seminar (2 hours)
2. Case study <i>Cultural context in management</i>		
3. Elements for defining culture	Case study analysis, short presentation, exercises and games	1 seminar (2 hours)
4. Exercises Culture's dimensions		



5. Influence of culture on communication process	Case study analysis, short presentation, exercises	1 seminar (2 hours)
6. <i>Practical exercise</i> - Influence of culture on communication process	and games	1 seminar (2 hours)
7. Exercises Influence of culture on motivation process	Case study analysis, short presentation, exercises	1 seminar (2 hours)
8. <i>Essay</i> - Influence of culture on motivation process	and games	
9. Entry strategies on foreign market and planning process	Case study analysis, short presentation, exercises	1 seminar (2 hours)
10. <i>Essay</i> - Entry strategies on foreign market and planning process	and games	
11. Formal structures across cultures	Case study analysis, short presentation, exercises	1 seminar (2 hours)
12. Case study <i>Formal structures across cultures</i>	and games	
Bibliography Compulsory references: 1. Istocescu, A.: Management comparat internațional, Editura Ase, București, 2005. 2. Ionescu, Gh.; Cazan, Emil; Negrușă, A.: Management organizațional, Editura Tribuna Economică, bucurești 2001 - Biblioteca Catedrei de Business Cluj-Napoca. 3. Mead, Richard – International management – Cross Cultural Dimensions, Blackwell Publishing, International, 2005 4. Mendenhall, M.; Punnett, B.J.; Ricks, D.: Global Management, Blackwell Publishers International 1995. 5. Mintzberg, Henry: The Nature of Managerial Work, Prentice-Hall, Englewood Cliffs. H.S. 1980 - Biblioteca Centrală a Universității.		

9. Corroborating the content of the discipline with the expectations of the epistemic community, professional associations and representative employers within the field of the program

The course and seminar content is in accordance with the content of other courses from correspondent national and international faculties. Also, several meetings were held with leaders from business environment in order to match the curricula with the labour market requests



10. Evaluation

Type of activity	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share in the grade (%)
10.4 Course	<ul style="list-style-type: none">• Correctness and amplitude of theoretic knowledge• Logic coherence• Specialized terminology• Understanding of basic concepts in study cross-cultural behavior through the lenses of various theories	Final test	50 %
10.5 Seminar/lab activities	<ul style="list-style-type: none">• Ability to apply learned concepts	Seminar attendance and activity 3 case studies	30 %
	<ul style="list-style-type: none">• Study work elaborated on announced topics	Elaboration and oral presentation of a study (in teams of 2-3)/ essays (minimum 2 essays)	20 %
10.6 Minimum performance standards			
<ul style="list-style-type: none">• comprehension of basic notions and their usage• interpretations of the obtained results• The evaluation mode is also maintained for the re-exam's session;• In order to calculate the final mark summing up the points obtained during the semester, it is necessary to obtain at least 50% of the score related to the written exam.			

Date

Signature of course coordinator

Signature of seminar coordinator

25.04.2024

Prof.univ.dr. Adina Negrușă

Prof.univ.dr. Adina Negrușă

Date of approval

Signature of the Head of department

22.05.2024

Conf.univ.dr. Marius Bota