



SYLLABUS
Intercultural management
2025-2026

1. Information regarding the program

1.1. Higher education institution	Universitatea Babeș 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 (English)/Bachelor in Economic Studies
1.7. Form of education	Full time

2. Information regarding the discipline

2.1. Name of the discipline	Intercultural management			Discipline code	ILE0039		
2.2. Course coordinator	Prof. dr. Adina Negrușă						
2.3. Seminar coordinator	Prof. dr. Adina Negrușă						
2.4. Year of study	3	2.5. Semester	2	2.6. Type of evaluation	C	2.7. Discipline regime	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	24	3.6 seminar/laboratory	12
Time allotment for individual study (ID) and self-study activities (SA)					hours
Learning using manual, course support, bibliography, course notes (SA)					18
Additional documentation (in libraries, on electronic platforms, field documentation)					8
Preparation for seminars/labs, homework, papers, portfolios and essays					6
Tutorship					2
Evaluations					2
Other activities:					1
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	Digital equipment
5.2. for the seminar /lab activities	Digital equipment



6.1. Specific competencies acquired

Professional/essential competencies	<p>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</p> <p>C4.3. Solving various human resource-specific problems/ situations: recruitment, selection, motivation, payroll, work schedule, and training</p>
Transversal competencies	<p>CT1. implementing ethical principles, norms, and values within one's own rigorous, efficient, and responsible strategy of work</p>

6.2. Learning outcomes

Knowledge	<p>The student demonstrates possession of a set of general knowledge regarding: planning and organizing human, material, and financial resources; employee motivation; control of carried-out activities; and management of customer relations in companies from various sectors of activity.</p> <ul style="list-style-type: none">• Understands the economic dimensions, structures, dynamics, and performance specific businesses.• Defines the concepts and principles specific to the coordination and management of different sectors of activities.
Skills	<p>The student is capable of analyzing the organizational environment to adapt the company to identified requirements and challenges. The graduate can recommend appropriate strategies, techniques, and methods for solving management problems related to its main functions.</p> <ul style="list-style-type: none">• Demonstrates the ability to choose methods for managing relationships with clients and suppliers.• Solves simple, well-defined problems associated with the coordination and management of different activities.
Responsibility and autonomy:	<p>The student is capable of making decisions at the level of their position and taking responsibility towards higher hierarchical levels.</p>



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

7.1 General objective of the discipline	<ul style="list-style-type: none"> • 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	<p>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.</p>

8. Content

8.1 Course	Teaching methods	Remarks
<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 • discussions and debates during the lecture based on examples provided by the teacher • the use of case studies 	1 lecture
<i>Cultural context in management</i>		1 lecture
<i>Elements for defining culture</i>		1 lecture
<i>Culture's dimensions</i>		1 lecture
<i>Influence of culture on communication process</i>		2 lectures
<i>Influence of culture on motivation process</i>		lectures
<i>Entry strategies on foreign market and planning process</i>		2 lectures
<i>Formal structures across cultures</i>		1 lecture
<i>Control and coordination of subsidiaries</i>	1 lecture	
Bibliography 1. Ionescu, Gh.; Cazan, Emil; Negrușă, A.: Management organizațional, Editura Tribuna Economică, bucurești 2001 - Biblioteca Catedrei de Business Cluj-Napoca. 2. Mead, Richard – International management – Cross Cultural Dimensions, Blackwell Publishing, International, 2005 3. Mendenhall, M.; Punnett, B.J.; Ricks, D.: Global Management, Blackwell Publishers International 1995. 4. Mintzberg, Henry: The Nature of Managerial Work, Prentice-Hall, Englewood Cliffs. H.S. 1980 - Biblioteca Centrală a Universității.		
8.2 Seminar / laboratory	Metode de predare	Observații
Globalization, internationalization strategy and intercultural management	Case study analysis, short presentation, exercises and games	1 seminar
Case study <i>Cultural context in management</i>	Case study analysis, short presentation, exercises and games	1 seminar
Elements for defining culture	Case study analysis, short presentation, exercises and games	1 seminar
Exercises Culture's dimensions	Case study analysis, short presentation, exercises and games	1 seminar
Influence of culture on communication process	Case study analysis, short presentation, exercises and games	1 seminar
Practical exercise- Influence of culture on communication process	Case study analysis, short presentation, exercises and games	1 seminar
Exercises Influence of culture on motivation process	Case study analysis, short presentation, exercises and games	1 seminar
Essay - Influence of culture on motivation process	Case study analysis, short presentation, exercises and games	1 seminar



Entry strategies on foreign market and planning process	Case study analysis, short presentation, exercises and games	1 seminar
<i>Essay</i> - Entry strategies on foreign market and planning process	Case study analysis, short presentation, exercises and games	1 seminar
Formal structures across cultures	Case study analysis, short presentation, exercises and games	1 seminar
Case study <i>Formal structures across cultures</i>	Case study analysis, short presentation, exercises and games	1 seminar
Bibliography: see the bibliography from course		



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


- The same evaluation criteria are maintained for all exams sessions. The components of the evaluation process carried out during the semester cannot be recovered/redone in the examination sessions.
- To be able to accumulate the points obtained during the semester, it is mandatory to obtain a minimum of 5 (five) in the final exam (written/oral).

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percentage of final 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 trough the lenses of various theories 	Final test	50%
10.5 Seminar/laboratory	<p>Compulsory attendance – minimum 50 % of total seminars</p> Capacity to use the acquired knowledge Interest towards study (proposal of discussion topics based on the optional references)	Seminar attendance and activities	10 %
	Study work elaborated on announced topic	Elaboration and oral presentation of a project (in teams of 3-4)	40 %
10.6 Minimum standard of performance			
<ul style="list-style-type: none"> 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 comprehension of basic notions and their usage interpretations of the obtained results Assignments and projects are verified against plagiarism with Turnitin – no more than 25% similitude The evaluation mode is also maintained for the re-exam's session; 			

Content	Competencies acquired	Competencies evaluation method
Chap. I-VIII	C3.5. Development of new ways of working with customers and improvement of customer communication and negotiation	50% Project (Grade for content) + 50% grade for final test
Chap. I-VII	C4.5. Design and proposal of improvements to business development strategies in hospitality industry organisations.	50% grade for final test + 50% Assignments grade
	CT2. Identification of roles and responsibilities within a multi-skilled team and use effective teamwork and interpersonal techniques	Project (Grade for work organization and presentation)



11. Labels ODD (Sustainable Development Goals)¹

								
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Date:
7.04.2025

Signature of course coordinator
Prof.univ.dr. Adina Negrușă

Signature of seminar coordinator
Prof.univ.dr. Adina Negrușă

Date of approval:
10.04.2025

Signature of the head of department
Conf.univ.dr. Marius Bota

¹ Keep only the labels that, according to the [Procedure for applying ODD labels in the academic process](#), suit the discipline and delete the others, including the general one for *Sustainable Development* – if not applicable. If no label describes the discipline, delete them all and write „Not applicable.”.