

**UNIVERSITY OF ECONOMICS - VARNA**  
**FACULTY OF MANAGEMENT**  
**DEPARTMENT OF MANAGEMENT AND ADMINISTRATION**

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Adopted by the FC (record №/ date):

Adopted by the DC (record №/ date):

**ACCEPTED BY:**

**Dean:**

**(Prof. Stoyan Marinov, PhD)**

## SYLLABUS

**SUBJECT: INTERCULTURAL COMPETENCE AND LEADERSHIP**

**DEGREE PROGRAMME: International Business, Business and Management,  
Accounting; BACHELOR'S DEGREE**

**YEAR OF STUDY: 3; SEMESTER: 5**

**TOTAL STUDENT WORKLOAD: 180 hours; incl. Curricular 60 hours**

**CREDITS: 6**

### DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM

<i>TYPE OF STUDY HOURS</i>	<b>WORKLOAD, hours</b>	<b>TEACHING HOURS PER WEEK, hours</b>
CURRICULAR: incl.		
• LECTURES	30	2
• SEMINARS/ LAB. EXERCISES	30	2
EXTRACURRICULAR	120	-

Prepared by:

1. ....  
(Chief Asst. Prof. Petar Petrov, PhD)

2. ....  
(Senior Lecturer Diana Miteva)

3. ....  
(Senior Lecturer Kristana Ivanova)

Head of department  
of Management and Administration:.....  
(Assoc. Prof. Dobrin Dobrev, PhD)

## **I. ANNOTATION**

*This course aims at introducing students to core concepts and definitions in intercultural competence and leadership theory. Along with the theoretical background, students are actively encouraged to explore numerous case studies and complete project work. These relevant learning opportunities help them develop highly applicable, hands-on core professional skills.*

*Upon completion of this course, students are expected to have improved their intercultural awareness. They need to be able to negotiate with partners from different cultures, participate productively in multicultural teams, understand the leadership concept and apply appropriate leadership styles in the global setting.*

*By enhancing their intercultural competences and leadership skills, students eventually gain a competitive advantage in pursuing a career in the global business environment and ultimately improve their employability.*

*This course is beneficial to students with levels of language competences of B2 and above, as defined within the Common European Language Framework.*

## **II. THEMATIC CONTENT**

№	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
<b>Theme 1. CORE CONCEPTS OF INTERCULTURAL COMMUNICATION</b>		2	2	
1.1.	Culture			
1.2.	Intercultural competence			
1.3.	Intercultural differences			
1.4.	Culture models			
<b>Theme 2. CULTURAL VALUE DIMENSIONS</b>		2	2	
2.1.	Cultural context			
2.2.	Basic styles of communication			
2.3.	Cultural value orientations			
<b>Theme 3. EMOTIONAL AND CULTURAL INTELLIGENCE</b>		3	3	
3.1.	Cultural intelligence (CQ) fundamentals			
3.2.	CQ strategy			
3.3.	Emotional intelligence fundamentals			
3.4.	The emotional competence framework			
<b>Theme 4. AFFECTIVE AND COGNITIVE FILTERS</b>		2	2	
4.1.	Perception			
4.2.	Ethnocentrism			
4.3.	Stereotypes			
4.4.	Prejudice			
4.5.	Discrimination			
<b>Theme 5. INTERPERSONAL COMMUNICATION</b>		2	2	
5.1.	Defining interpersonal communication			
5.2.	Elements of interpersonal communication			
5.3.	Interpersonal communication process			
5.4.	The role of technological advances			
<b>Theme 6. MINDFUL INTERCULTURAL VERBAL COMMUNICATION</b>		2	2	
6.1.	Defining intercultural verbal communication			
6.2.	Elements of intercultural verbal communication			

6.3.	Intercultural verbal communication strategies			
<b>Theme 7. MINDFUL INTERCULTURAL NON-VERBAL COMMUNICATION</b>		2	2	
7.1.	Defining intercultural non-verbal communication			
7.2.	Elements of intercultural non-verbal communication			
7.3.	Emerging languages in the digital era			
<b>Theme 8. NEGOTIATIONS AND RELATIONSHIPS</b>		2	2	
8.1.	The meaning of negotiations			
8.2.	Types of negotiations			
8.3.	Creating opportunities by building relationships			
8.4.	The expert negotiator			
<b>Theme 9. INTERCULTURAL MEETINGS AND NEGOTIATIONS</b>		3	3	
9.1.	The basics of intercultural meetings and negotiations			
9.2.	Negotiation and meeting styles			
9.3.	Navigating different cultures in business			
<b>Theme 10. IDENTITY NEGOTIATION PERSPECTIVES</b>		2	2	
10.1.	Identity negotiation theory (INT)			
10.2.	INTs relation to social identity theory			
<b>Theme 11. LEADERSHIP THEORIES</b>		2	2	
11.1.	Leader-focused theories: trait theory			
11.2.	Relationship-focused theories: transactional leadership, transformational leadership, followership			
11.3.	Context-focused theories: contingency leadership theories			
11.4.	Leadership and culture context: towards global leadership			
<b>Theme 12. GLOBAL MINDSET AT WORKPLACE</b>		3	3	
12.1.	Global leadership			
12.2.	Defining a global mindset			
12.3.	Constitution of a global mindset			
12.4.	Development of a global mindset			
<b>Theme 13. LEADING GLOBAL TEAMS</b>		3	3	
13.1.	Defining global leadership			
13.2.	Challenges to global leadership			
13.3.	Achieving effective global leadership			
13.4.	Approaches and tools for global teams' management			
13.5.	Developing global leadership: drivers and barriers			
<b>Total:</b>		<b>30</b>	<b>30</b>	<b>-</b>

### III. FORMS OF CONTROL:

<b>№</b>	<b>TYPE AND FORM OF CONTROL</b>	<b>Number</b>	<b>extracurricular, hours</b>
<b>1.</b>	<b>Midterm control</b>		
1.1.	Project (on a predefined theme)	<b>1</b>	<b>20</b>
1.2.	PBLs	<b>2</b>	<b>40</b>
1.3.	Case studies	<b>3</b>	<b>60</b>
<b>Total midterm control:</b>		<b>6</b>	<b>120</b>
<b>2.</b>	<b>Final term control</b>		
2.1.	Examination (test)	-	-
<b>Total final term control:</b>		-	-

#### IV. LITERATURE

##### REQUIRED (BASIC) LITERATURE:

1. *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. Bernstein, R. (2017, March 28). *7 Cultural Differences in Nonverbal Communication*. Retrieved from <https://online.pointpark.edu/business/cultural-differences-in-nonverbal-communication/>.
2. Cabrera, A. & Unruh, G. (2012) *Being global: How to think, act and lead in a transformed world*. Boston, Massachusetts: Harvard Business Review Press.
3. Conger, J. A. (2014). Addressing the organizational barriers to developing global leadership-talent. *Organizational Dynamics*, 43, 198-204.
4. Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2012). *Organizations: Behavior, structure, processes*. New York; Dubuque, IA: McGraw-Hill.
5. Hewlett, S. A. (2016), *The Attributes of an Effective Global Leader*, Harvard BusinessReview, accessed online on January 5th 2019, at <https://hbr.org/2016/10/the-attributesof-an-effective-global-leader>.
6. House, R. J., Dorfman, P. W., Javidan, M., Hanges, P. J., & de Luque, M. F. S. (2014). *Strategic leadership across cultures: GLOBE study of CEO leadership behavior and effectiveness in 24 countries*. Thousand Oaks, CA: Sage.
7. Livermore, D. (2013). *Expand Your Borders. Discover 10 Cultural Clusters*. Michigan: CulturalIntelligence Center.
8. Meyer, E. (2015). *The culture map: Decoding how people think, lead, and get things done across cultures*. New York: PublicAffairs.
9. Nardon, L. (2017). *Working in a Multicultural World: A Guide to Developing Intercultural Competence*. Canada: University of Toronto Press.
10. Neese, B. (2016, August 17). *Intercultural communication: High- and low-context cultures*. [blog]. Retrieved from <https://online.seu.edu/high-and-low-context-cultures/>
11. Némethová, I., Breveníková, D., Wiwczarowski, T., Richter, B., & Bláhová, M. (2018). *Global business practices*. Hamburg: Verlag Dr. Kovac.
12. Neuliep, J. W. (2017). *Intercultural Communication: A Contextual Approach*. SagePublications.
13. Reiche, B. S., Bird, A., Mendenhall, M. E. & Osland, J. S. (2016). Contextualizing leadership: a typology of global leadership roles. *Journal of International Business Studies*, 48(5),552-572.
14. Samovar, L. A.; Porter, R. E.; Mcdaniel, E. R.; Roy, C. S. (2013). *Communication between Cultures*. Boston, MA: Wadsworth Cengage Learning.
15. Schwartz, S. H. (2006). A Theory of Cultural Value Dimension. Explication and Applications. *Comparative Sociology*, 5, 137-182.