

UNIVERSITY OF ECONOMICS - VARNA
FACULTY OF ECONOMICS
DEPARTMENT OF INDUSTRIAL BUSINESS AND LOGISTICS

Adopted by the FC (record № 11/ 25. 04. 2024)

Adopted by the DC (record № 9/ 16. 04. 2024)

ACCEPTED BY:

Dean:

(Assoc. Prof. D. Zlateva PhD)

SYLLABUS

SUBJECT: INTERCULTURAL COMPETENCE AND LEADERSHIP

DEGREE PROGRAMME: Business and Management; BACHELOR'S DEGREE

YEAR OF STUDY: 2; SEMESTER: 4

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>	WORKLOAD, hours	TEACHING HOURS PER WEEK, hours
CURRICULAR: incl. <ul style="list-style-type: none">• LECTURES• SEMINARS / LAB. EXERCISES	30 30	2 2
EXTRACURRICULAR	120	-

Prepared by:

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2.
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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.

In the course of training, the following key competencies are applied and developed, according to the recommendation of the Council of the European Union (2018): active citizenship and cultural awareness and expression competences.

II. THEMATIC CONTENT

№	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
Theme 1. CORE CONCEPTS OF INTERCULTURAL COMMUNICATION		2	2	
1.1.	Culture			
1.2.	Intercultural competence			
1.3.	Intercultural differences			
1.4.	Culture models			
Theme 2. CULTURAL VALUE DIMENSIONS		2	2	
2.1.	Cultural context			
2.2.	Basic styles of communication			
2.3.	Cultural value orientations			
Theme 3. EMOTIONAL AND CULTURAL INTELLIGENCE		3	3	
3.1.	Cultural intelligence (CQ) fundamentals			
3.2.	CQ strategy			
3.3.	Emotional intelligence fundamentals			
3.4.	The emotional competence framework			
Theme 4. AFFECTIVE AND COGNITIVE FILTERS		2	2	
4.1.	Perception			
4.2.	Ethnocentrism			
4.3.	Stereotypes			
4.4.	Prejudice			
4.5.	Discrimination			
Theme 5. INTERPERSONAL COMMUNICATION		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			
Theme 6. MINDFUL INTERCULTURAL VERBAL AND NON-VERBAL COMMUNICATION		3	3	
6.1.	Defining intercultural verbal and non-verbal communication			
6.2.	Elements of intercultural verbal and non-verbal communication			
6.3.	Intercultural verbal communication strategies			
6.4.	Emerging languages in the digital era			
Theme 7. THE ROLE OF SUBCULTURES		4	2	
7.1.	Subcultures unfolded			
7.2.	The language of subcultures			
7.3.	The impact of transmedia			
7.4.	Subcultures in organisations			
Theme 8. NEGOTIATIONS AND RELATIONSHIPS		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			
Theme 9. INTERCULTURAL MEETINGS AND NEGOTIATIONS		2	3	
9.1.	The basics of intercultural meetings and negotiations			
9.2.	Negotiation and meeting styles			
9.3.	Navigating different cultures in business			
Theme 10. IDENTITY NEGOTIATION PERSPECTIVES		2	2	
10.1.	Identity negotiation theory (INT)			
10.2.	INTs relation to social identity theory			
Theme 11. LEADERSHIP THEORIES		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			
Theme 12. GLOBAL MINDSET AT WORKPLACE		2	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			
Theme 13. LEADING GLOBAL TEAMS		2	2	
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			
Total:		30	30	-

III. FORMS OF CONTROL:

№	TYPE AND FORM OF CONTROL	Number	extracurricular, hours
1.	Midterm control		
1.1.	Project (on a predefined theme)	1	20
1.2.	PBLs	2	20
1.3.	Case studies	3	30
	Total midterm control:	6	70
2.	Final term control		
2.1.	Examination (situational assignment)	1	50
	Total final term control:	1	50
	Total for all types of control:	7	120

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. Boisnier, A. and Chatman, J. (2003) 'The Role of Subcultures in Agile Organizations', in *Leading and Managing People in the Dynamic Organization*. Mahwah: Lawrence Erlbaum Associates, Inc., pp. 87–114.
3. Cabrera, A. & Unruh, G. (2012) *Being global: How to think, act and lead in a transformed world*. Boston, Massachusetts: Harvard Business Review Press.
4. Conger, J. A. (2014). Addressing the organizational barriers to developing global leadership talent. *Organizational Dynamics*, 43, 198-204.
5. Elenkov, D.S., Manev, I.M. and Kuntz, J.C. (2022) 'Harnessing subcultural identity to optimize workplace rewards: Evidence from Russia', *Journal of Business Research*, 153, pp. 319–328. doi:10.1016/j.jbusres.2022.08.040.
6. Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2012). *Organizations: Behavior, structure, processes*. New York; Dubuque, IA: McGraw-Hill.
7. Hewlett, S. A. (2016), *The Attributes of an Effective Global Leader*, Harvard Business Review, accessed online on January 5th 2019, at <https://hbr.org/2016/10/the-attributesof-an-effective-global-leader>.
8. 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.
9. Livermore, D. (2013). *Expand Your Borders. Discover 10 Cultural Clusters*. Michigan: Cultural Intelligence Center.
10. Meyer, E. (2015). *The culture map: Decoding how people think, lead, and get things done across cultures*. New York: PublicAffairs.

11. Nardon, L. (2017). *Working in a Multicultural World: A Guide to Developing Intercultural Competence*. Canada: University of Toronto Press.
12. Neese, B. (2016, August 17). *Intercultural communication: High- and low-context cultures*. [blog]. Retrieved from <https://online.seu.edu/high-and-low-context-cultures/>
13. Némethová, I., Breveníková, D., Wiwczarowski, T., Richter, B., & Bláhová, M. (2018). *Global business practices*. Hamburg: Verlag Dr. Kovac.
14. Neuliep, J. W. (2017). *Intercultural Communication: A Contextual Approach*. Sage Publications.
15. 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.
16. Samovar, L. A.; Porter, R. E.; McDaniel, E. R.; Roy, C. S. (2013). *Communication between Cultures*. Boston, MA: Wadsworth Cengage Learning.
17. Schwartz, S. H. (2006). A Theory of Cultural Value Dimension. Explication and Applications. *Comparative Sociology*, 5, 137-182.
18. Tureček, P., Kozák, M., & Slavík, J. (2023). How subcultures emerge. *Evolutionary human sciences*, 5, e24. <https://doi.org/10.1017/ehs.2023.19>
19. Vukadin, A. (2019). *Metadata for Transmedia Resources*. Cambridge: Chandos Publ.