

SYLLABUS

1. Information regarding the program

1.1 Higher education institution	University of Oradea
1.2 Faculty	Faculty of Economic Sciences
1.3 Department	Management-Marketing Department
1.4 Field of study	Management
1.5 Cycle of study	Cycle II – Master
1.6 Program of study /Degree	Advanced Management/Master Degree

2. Information regarding the discipline

2.1 Name of discipline	Cross-cultural Management						
2.2 Course titleholder	Professor Mirabela-Constanța MATEI, Ph.D.						
2.3 Seminar titleholder	Professor Mirabela-Constanța MATEI, Ph.D.						
2.4 Year of study	II	2.5 Semester	4	2.6 Type of assessment	Ex	2.7 Type of discipline	O

(I) Compulsory; (O) Elective; (F) Facultative

3. Estimated total time (hours/semester of activities)

3.1 Number of hours/week	2	out of which: 3.2 course	1	3.3 seminar	1
3.4 Total of hours in the Curriculum	18	out of which: 3.5 course	9	3.6 seminar	9
Distribution of hours:					
Studying the workbook, course book, bibliography and notes					57
Supplementary documentation in the library, on electronic specialty sites and in the field					40
Preparing seminars/laboratories, themes, projects, portfolios and essays					40
Tutorship					10
Assessment activities					10
Other activities.....					
3.7 Total hours of individual study	157				
3.9 Total hours/semester	175				
3.10 Number of credits	7				

4. Pre-requisites (if applicable)

4.1 Curriculum	n.a.
4.2 Skills	n.a.

5. Conditions (if applicable)

5.1. concerning the course activities	Whiteboard, Internet connection, laptop/tablet/PC
5.2. concerning the seminar/laboratory activities	Internet connection, laptop/tablet/PC

6. Specific skills acquired	
Professional skills	C1. In-depth analysis, synthesis and use of economic information in order to substantiate decisions within organizations. Application of leadership principles in the organization. C5. Evaluation and diagnosis of the internal and external environment of the organization, effective relationship with different categories of institutions and organizations in the economic and social environment
Transversal Skills	CT2. Substantiation and assumption of economic strategies, under conditions of responsibility and autonomy
Skills/ ESCO Competencies	Knowledge of management theories, business strategies, organisational structures Competence in managing team performance, change management, conflict resolution Ethical judgement Cultural awareness Critical thinking

6.2. Learning outcomes

Knowledge	- The student/graduate explains and integrates advanced research methodologies, ethical principles, and social responsibility into management practice. - The student/graduate critically understands theories, models, and methodologies in management and their interdisciplinary connections (ICT, ethics, cross-cultural studies, entrepreneurship).
Skills	The student/graduate develops innovative and entrepreneurial solutions to address complex and dynamic organizational problems.
Responsibility & Autonomy	- The student/graduate demonstrates autonomy in self-assessment, lifelong learning, and adaptation to global and cross-cultural business environments. - The student/graduate assumes responsibility for managerial decisions and their impact on teams, resources, and long-term organizational performance.

7. Objectives of discipline (resulting from the grid of specific skills acquired)

7.1 General objective of discipline	Acquiring essential skills on the theory and practice of cross-cultural management.
7.2 Specific objectives	- Understanding the basics of cross-cultural management in order to keep pace with globalization, strategy and implementation. - Developing a structured approach to planning, implementing, assessing, and improving management strategy for all types of organization. - Understanding the trends in international managing - Acquiring skills for practical cross-cultural management.

8. Contents

8.1 Course (C)	Teaching methods	Observations
8.1.1. Understanding Diversity	Case studies, Lecture, problem-solving, debate, deduction	
8.1.2. Determinants of culture		
8.1.3. Business cultures around the world		
8.1.4. Cultures and organizations		

8.1.5. Conflicts and cultural differences		
8.1.6. Business communications across cultures		
8.1.7. Barriers to intercultural communication		
8.1.8. Multicultural workgroups and teams		
8.1.9. Global Diversity, Equity, and Inclusion in Cross-Cultural Management		
Bibliography		
1. Marie-Joelle Browaeys and Roger Price, Understanding Cross-Cultural Management, Pearson; 3rd Edition (March 22, 2015)		
2. David Thomas, Cross-Cultural Management: Essential Concepts 2nd Edition, SAGE Publications, 2008		
3. Jean-François Chanlat (Editor), Eduardo Davel (Editor), Jean-Pierre Dupuis (Editor) Cross-Cultural Management: Culture and Management across the World, Routledge, 2013.		
8.2 Seminar (S)	Teaching methods	Observations
8.2.1. Understanding Diversity	Case studies, research, questioning, debate, deduction, applications, examples	
8.2.2. Determinants of culture		
8.2.3. Business cultures around the world		
8.2.4. Cultures and organizations		
8.2.5. Conflicts and cultural differences		
8.2.6. Business communications across cultures		
8.2.7. Barriers to intercultural communication		
8.2.8. Multicultural workgroups and teams		
8.2.9. Managing across cultures: Diversity, Equity, and Inclusion		
Bibliography:		
1. Marie-Joelle Browaeys and Roger Price, Understanding Cross-Cultural Management, Pearson; 3rd Edition (March 22, 2015)		
2. David Thomas, Cross-Cultural Management: Essential Concepts 2nd Edition, SAGE Publications, 2008		
3. Jean-François Chanlat (Editor), Eduardo Davel (Editor), Jean-Pierre Dupuis (Editor) Cross-Cultural Management: Culture and Management across the World, Routledge, 2013.		

9.1. Corroboration of the contents of the discipline with the expectations of the epistemic community, professional associations and employers representing the field of study of the program

- Understanding the basics of cross-cultural management in order to keep pace with globalization and international strategies.

9.2. Use of generative artificial intelligence tools

The use of AI applications for specific tasks is permitted during course and seminar activities. The instructor will specify, for each assignment, whether the use of AI is allowed and how it may be utilized. Students are required to disclose—via a separate statement for each assignment, following the template provided in Annex 2 of the *Regulation on the Use of Generative Artificial Intelligence in Teaching and Research Activities at the Faculty of Economic Sciences, University of Oradea*—the tool used, the specific manner of its use, and the section where it was applied. This statement must be included at the beginning of the work submitted for the respective assignment.

10. Assessment

Type of activity	10.1 Assessment criteria	10.2 Assessment methods	10.3 Percentage of the final grade
10.4 Course (C)	Understanding the content of the course	<i>Summative assessment:</i> Multiple choice test	50 percent
10.5 Seminar (S)	Ability to apply and correlate different concepts of cross-	<i>Continuous assessment:</i> Individual project and oral presentation,	50 percent

	cultural management	followed by questions and peer discussion	
10.6 Laboratory (L)			
10.7 Project (P)			
10.8 Practical works (P)			
10.9 Minimum performance standard • Knowledge and understanding of the course content at the level of essential ideas • Obtaining at least 5 points (out of 10) for the work presented at the seminar • Obtaining at least 5 points (10) as a final grade.			

Date

Course titleholder:

Seminar titleholder:

22.09.2026

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**Date of approval
in the Department**

25.09.2026

Dean,

**Date of approval
in The Council of
the Faculty of**

**Economic
Sciences:**

28.09.2026

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