



APPROVED:  
Vice-rector for study and methodical work  
Veronika.G. Shubaeva  
«23» \_\_\_\_\_ 20 22.

***Персональное лидерство через кросс-культурные компетенции /  
Cross-cultural leadership for personal development***

**Syllabus of the course**

Specialty *38.04.02 Management*  
Specialization *Risk management and controlling*  
Level of higher education *Master's Degree*  
Form of training *Full-time*  
Year of enrolment *2022*  
Authored by:  
Associate Professor, PhD, Irina Yu. Vostrikova

Total number of hours	108	<b>Form of final attestation:</b>  Test: semester 2
incl:		
contact work	32	
self-study	76	
practical training	0	
control hours	0	

**Hours distribution:**

Semester:	2
Type of classes	Hours
Contact hours	18
Practical training	14
Laboratory work	
<b>Total contact hours</b>	<b>32</b>
Self-study	76
Control hours	0
<b>Total academic hours</b>	<b>108</b>
<b>Total credits</b>	<b>3</b>

# CONTENTS

<b>1. LEARNING OBJECTIVES .....</b>	<b>3</b>
<b>2. COURSE PLACE IN THE PROGRAMME STRUCTURE.....</b>	<b>3</b>
<b>3. EXPECTED LEARNING OUTCOMES .....</b>	<b>3</b>
<b>4. COURSE STRUCTURE AND CONTENT .....</b>	<b>3</b>
<b>5. TEACHING AND LEARNING TOOLS OF THE COURSE.....</b>	<b>4</b>
<b>5.1 Recommended literature .....</b>	<b>4</b>
<b>5.2 List of software (including national production).....</b>	<b>5</b>
<b>5.3 List of reference systems and modern professional databases .....</b>	<b>5</b>
<b>6. TECHNICAL FACILITIES.....</b>	<b>5</b>
<b>7. METHODOLOGICAL GUIDELINES FOR STUDENTS .....</b>	<b>6</b>
<b>8. SPECIFICATIONS FOR TEACHING DISABLED PERSONS .....</b>	<b>7</b>
<b>1.1 Control tasks and assignments for interim attestation .....</b>	<b>8</b>
<b>1.2 Topics for written task .....</b>	<b>8</b>
<b>1.3 Interim checkpoints.....</b>	<b>8</b>
<b>1.4 Other assessment objects .....</b>	<b>8</b>
<b>1.5 Self-study .....</b>	<b>8</b>
<b>1.6 Grading scale .....</b>	<b>8</b>

## 1. LEARNING OBJECTIVES

<b>Objective:</b>	To form in future specialists knowledge of the theory and practice of leadership, the skills of their successful application in future professional activities
-------------------	--

## 2. COURSE PLACE IN THE PROGRAMME STRUCTURE

Discipline B1.O Cross-cultural leadership for personal development refers to the obligatory part of Block 1.

## 3. EXPECTED LEARNING OUTCOMES

Code and name of graduate competence	Code and name of the competence achievement indicator	Expected learning outcomes
UK-3 – Able to organize and manage the work of the team, developing a team strategy to achieve the goal	UK-3.1 – Able to take an active and responsible position in a team, demonstrates leadership qualities and skills	<p>To Know: professional theories in the field of organizational and managerial activities, including leadership theories.</p> <p>To be able to: effectively organize group work based on knowledge of the processes of group dynamics and the principles of team formation.</p> <p>To master: skills to work effectively - both individually and in a team, as well as demonstrate responsibility for the results of work and a willingness to follow the corporate culture of the organization</p>
UK-4 – Able to determine and implement the priorities of their own activities and ways to improve it based on self-assessment	UK-6.1 – Understand the importance of planning long-term goals of activity, taking into account the conditions, means, personal capabilities, time perspective for the development of activities and the requirements of the labor market	<p>To Know: the main theories of motivation, leadership and power for solving managerial problems in the professional field of activity.</p> <p>Be able to: find organizational and managerial decisions and be responsible for them</p> <p>To master: business communication skills (public speaking, negotiations, meetings, business correspondence, electronic communications, etc.)</p>

## 4. COURSE STRUCTURE AND CONTENT

Code and name of the topics	Course content	Academic hours			
		Contact work			Self-study
		Lectures	Practices	Workshops	
Topic 1. General ideas about	The nature of leadership. The new reality surrounding modern organizations. Comparison of management and	3	2		12

leadership, leadership and management	leadership. The evolution of leadership theories. The art and science of leadership. Power, influence and leadership.				
Topic 2. Scientific concepts of leadership	Theories of personal qualities. behavioral theories. situational theories. Fiedler's situational model. The situational theory of Hersey and Blanchard. The path-goal theory. Vroom-Iago situational model. Leadership changes.	3	2		12
Topic 3. Leadership styles and personal qualities of a leader	Personality and leadership. Values and attitudes. cognitive differences. Personality and leadership style: the role of charisma. Transactional and transformational leadership. Leadership styles.	3	3		13
Topic 4. Leadership and culture. Classifications of business cultures in an international and intercultural context	The concept of culture. Intercultural communication, specificity. Business and corporate cultures. Classifications of cultures by R. Lewis, G. Hofstede, H. Trompenaars, etc. Intercultural conflicts and ways of resolving. Leadership in intercultural communications.	3	3		13
Topic 5. Leaders and teams - effective team building in an intercultural environment	Teams in organizations. Types and characteristics of commands. Team efficiency. Resolving conflicts that arise in teams. Leadership in intercultural and international teams. Principles of team building in an intercultural environment.	3	2		13
Topic 6. Negotiations for leadership in the international and intercultural environment	Negotiations, schools and theories of negotiations. Types of negotiations. Key terms and negotiation process. Communication methods used by leaders. conversational rhetoric. The leader as the master of communications.	3	2		13
<b>Control hours:</b>					<b>0</b>
<b>Total hours:</b>		<b>18</b>	<b>14</b>	<b>0</b>	<b>76</b>

## 5. TEACHING AND LEARNING TOOLS OF THE COURSE

### 5.1 Recommended literature

Bibliographic description of the publication (author, title, type, place and year of publication, number of pages)	Digital resources
Spivak, V. A. Leadership: a textbook for universities / V. A. Spivak. - Moscow: Yurayt Publishing House, 2023. - 301 p. - (Higher education). — ISBN 978-5-9916-6921-4.	<a href="https://urait.ru/bcode/511178">https://urait.ru/bcode/511178</a>
Selezneva, E. V. Leadership: textbook and workshop for universities / E. V. Selezneva. - Moscow: Yurayt Publishing House, 2023. - 429 p. - (Higher education). - ISBN 978-5-534-08397-2.	<a href="https://urait.ru/bcode/510924">https://urait.ru/bcode/510924</a>
Ilyin, V. A. Psychology of leadership: a textbook for universities / V. A. Ilyin. - Moscow: Yurayt Publishing House, 2023. - 311 p. - (Higher education). - ISBN 978-5-534-01559-1.	<a href="https://urait.ru/bcode/511051">https://urait.ru/bcode/511051</a>

Bogolyubova, N. M. Intercultural communication at 2 pm Part 1: a textbook for universities / N. M. Bogolyubova, Yu. V. Nikolaeva. - Moscow: Yurayt Publishing House, 2023. - 253 p. - (Higher education). - ISBN 978-5-534-01744-1.	<a href="https://urait.ru/bcode/511759">https://urait.ru/bcode/511759</a>
Theory of intercultural communication: textbook and workshop for universities / Yu. V. Taratukhina [and others]; edited by Yu. V. Taratukhina, S. N. Bezus. - Moscow: Yurayt Publishing House, 2023. - 265 p. - (Higher education). - ISBN 978-5-534-00365-9.	<a href="https://urait.ru/bcode/511656">https://urait.ru/bcode/511656</a>
Guzikova, M. O. Fundamentals of the theory of intercultural communication: a textbook for universities / M. O. Guzikova, P. Yu. Fofanova. - Moscow: Yurayt Publishing House, 2022. - 121 p. - (Higher education). - ISBN 978-5-534-09551-7.	<a href="https://urait.ru/bcode/493424">https://urait.ru/bcode/493424</a>

## 5.2 List of software (including national production)

- 7-Zip
- Microsoft Office Professional
- Microsoft Windows Professional

## 5.3 List of reference systems and modern professional databases

№	Name of reference systems and professional databases
1.	Digital library Grebennikon.ru – <a href="http://www.grebennikon.ru">www.grebennikon.ru</a>
2.	Science Digital Library eLIBRARY – <a href="http://www.elibrary.ru">www.elibrary.ru</a>
3.	Science Digital Library КиберЛеника – <a href="http://www.cyberleninka.ru">www.cyberleninka.ru</a>
4.	Database ПОЛПРЕД Справочники – <a href="http://www.polpred.com">www.polpred.com</a>
5.	Database OECD Books, Papers & Statistics on the platform OECD iLibrary <a href="http://www.oecd-ilibrary.org">www.oecd-ilibrary.org</a>
6.	Legal reference system КонсультантПлюс (installed resource UNECON or <a href="http://www.consultant.ru">www.consultant.ru</a> )
7.	Legal reference system «ГАРАНТ» (installed resource UNECON or <a href="http://www.garant.ru">www.garant.ru</a> )
8.	Information and referral system «Кодекс» (installed resource UNECON or <a href="http://www.kodeks.ru">www.kodeks.ru</a> )
9.	Digital library system BOOK.ru - <a href="http://www.book.ru">www.book.ru</a>
10.	Digital library system ЭБС ЮРАЙТ – <a href="http://www.urait.ru">www.urait.ru</a>
11.	Digital library system ЗНАНИУМ (ZNANIUM) – <a href="http://www.znanium.com">www.znanium.com</a>
12.	Digital library UNECON – <a href="http://opac.unecon.ru">opac.unecon.ru</a>

## 6. TECHNICAL FACILITIES

There are special rooms for lectures, seminars, coursework, group and individual consultations, current and interim assessments, as well as rooms for self-study.

The premises are equipped with equipment and teaching aids.

The rooms for students' independent work are equipped with computers with Internet connection and access to the university's electronic learning environment.

<b>Name of classroom</b>	<b>Classroom location</b>
Classroom 1043 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialised furniture and equipment: Educational furniture for 42 seats (21 desks), teacher's workplace, chalk board 1 pc. (3 sections), chair 1 pc., table 2 pcs., iso chair 2 pcs. Portable multimedia kit: Laptop HP 250 G6 1WY58EA, Multimedia projector LG PF1500G. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P
Classroom 1064 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Special furniture and equipment: Educational furniture for 42 seats, a teacher's workplace, a whiteboard - 1 pc, a table - 1 pc, a chair - 1 pc, an interactive projector Epson-EB-455Wi - 1 pc, a computer Intel i3-2100 2.4 Ghz/4Gb/500Gb/Acer V193 19" - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P
Classroom 2007 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Training furniture for 126 seats, teacher's workplace, m/m table - 1 pc, desk - 6 pcs, chair - 1 pc, chalk board (3 sectional) - 2 pcs, Chair - 3 pcs., Computer Intel i3-2100 2.4 Ghz/4Gb/500Gb/Acer V193 19" - 1 pc, Multimedia projector Type 2 Panasonic PT-VX610E - 1 pc, ScreenMedia Champion 244x183cm (SCM-4304) - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P
Classroom 2009 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Special furniture and equipment: Educational furniture for 122 seats (study table 61 pcs., chairs 122 pcs.), the teacher's workplace, desk m/m, drawer 1 pc, chalk board 1 pc (3 sections), chair 1 pc, drawer 1 pc, chair 1 pc, Chair 2 pcs., Intel i3-2100 2.4 Ghz /4Gb/500Gb/Acer V193 19" - 1 pc, Sound projector Yamaha YSP-3000 - 1 pc, Projector stand with camera decks - 1 pc, Projection screen draper - 1 pc, Multimedia projector Type 2 Panasonic PT-VX610E - 1 pc, Screen Media D1 ceiling bracket - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P

## **7. METHODOLOGICAL GUIDELINES FOR STUDENTS**

The following documents should be made available to the trainee before the start of the course:

- training and methodological documentation;
- local normative acts regulating the main issues of the organisation and implementation of educational activities, including those regulating the procedure for current monitoring and interim assessment of students;
- the schedule of consultations of the teaching staff.

The level and depth of mastering the discipline is determined by the active and systematic work of students in lectures, seminars, independent work, including in terms of identifying the most significant and relevant problems for further study. A special condition for qualitative mastering of the discipline is an effective

organisation of work, which allows distributing the academic workload evenly in accordance with the schedule of the educational process.

When preparing for classes, students have the opportunity to attend consultations with the staff of UNECON according to the timetable set out in the schedule of consultations.

The students' in- and out-of-classroom work should aim to form:

- the fundamentals of the learner's world view and scientific understanding;
- basic knowledge relevant to the training area and the declared professional field, forming the target and professional basis for training;
- professional competences oriented towards the needs of the labour market;
- an individual trajectory by mastering a unique set of professional competences that complement the learner's competence model, through a focus on specific professional specialised areas of knowledge defined by labour market representatives;
- meta-skills for learners, such as teamwork and leadership, data analysis, digital skills, project design and implementation, intercultural interaction.

## **8. SPECIFICATIONS FOR TEACHING DISABLED PERSONS**

Students with disabilities, if necessary, are taught on the basis of an adapted work programme using special teaching methods and didactic materials that take into account the particularities of their psychophysical development, individual capacities and health status.

In order for disabled persons and persons with disabilities to master the curriculum, the University shall ensure that:

- for the visually impaired and visually impaired: availability of information on the timetable in accessible places and adapted forms for learners who are blind or visually impaired; presence of an assistant to assist the learner as needed; production of alternative formats of teaching materials (large print or audio files);
- for the hearing-impaired and hearing-impaired: adequate sound reproduction of information;
- for persons with disabilities and persons with mobility impairments: the possibility of unimpeded access for students to classrooms, restrooms and other areas of the department, as well as their stay in these areas.

Learners with disabilities and persons with disabilities are provided with printed and/or electronic educational resources in forms adapted to their disabilities. The education of students with disabilities may be organised with other students or in separate groups or organisations.

## ASSESSMENT RESOURCES

### 1.1 Control tasks and assignments for interim attestation

Is not provided by the work programme of the discipline.

### 1.2 Topics for written task

Is not provided by the work programme of the discipline.

### 1.3 Interim checkpoints

Number	Type	Method of conduct	Topic number
1	Project analytic work	written	1-3
2	Case	written	4-5
3	Monitoring	written	1-6

### 1.4 Other assessment objects

Type	Method of conduct	Homepa тем
Essay	written	1-6

### 1.5 Self-study

Name of self-study	Topic number
Essay	1-6

### 1.6 Grading scale

Scales of assessment and procedures for assessing learning outcomes of the discipline are regulated by the Regulations on the current control of progress and interim attestation of students in higher education programmes and the Regulations on the scoring and rating system.

**A grading and rating system** is used to assess the learning outcomes of the discipline:

The final control of the discipline is an examination (or a differentiated test), the final grade being formed in accordance with the scale given in the table below:

Points	Grade
<55	failed
>=55	satisfactory



## Grading scale

2 (points to 54)	Demonstrates a lack of understanding of the problem. Many of the requirements of the assignment are not met. An initial perception of the material is demonstrated. The work is incomplete and/or plagiarized.
3 (points 55-69)	Demonstrates a partial understanding of the problem. Most of the requirements of the task have been met. Mastery of the elements of the assigned material. The material is mostly clear and coherent.
4 (points 70-84)	Demonstrates considerable understanding of the issue by the discipline. All requirements of the assignment are fulfilled. The content of the completed tasks is disclosed and examined from different perspectives.
5 (points 85-100)	Demonstrates full understanding of the problem. All requirements of the assignment are fulfilled. Demonstrates proficiency in the discipline. The completed assignments are holistic, complete, structured, present different points of view and demonstrate creativity.