MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Budgetary Educational Institution of Higher Education

«SAINT-PETERSBURG STATE UNIVERSITY OF ECONOMICS» (UNECON)

|  |  |
| --- | --- |
|  | APPROVED  Vice-rector for educational activities  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Veronika.G. Shubaeva  «\_\_\_\_» \_\_\_\_\_\_\_\_\_\_\_\_\_\_ 20\_\_\_\_. |

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

**Syllabus of the course**

|  |  |
| --- | --- |
| Specialty | *38.04.02 Management* |
| Specialization | *International Business Administration* |
| Level of higher education | *Master's degree* |
| Form of training | *full-time* |
| Year of enrolment | *2024* |

Author(s):

|  |
| --- |
| Ph.D., Vostrikova Irina Yurievna |

|  |  |  |  |
| --- | --- | --- | --- |
| Total number of hours | 108 | **Types of control in semesters:**   |  | | --- | | Credit: semester 2 | |
| incl: |  |
| contact work | 32 |
| self-study | 76 |
| practical training | 0 |
| control hours | 0 |

**Distribution of discipline hours:**

|  |  |
| --- | --- |
| Semester: | 2 |
| Type of activity | Hours |
| Contact hours | 18 |
| Practical training | 14 |
| Laboratory work |  |
| **Total contact hours** | **32** |
| Self-study | 76 |
| Control hours | 0 |
| **Total academic hours** | **108** |
| **Total credits** | **3** |

Saint Petersburg

2024

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# **OBJECTIVES OF MASTERING THE DISCIPLINE**

|  |  |
| --- | --- |
| **Target:** | To develop knowledge of the theory and practice of leadership in future specialists, and the skills to successfully apply them in future professional activities. |

# **2. PLACE OF THE DISCIPLINE IN THE STRUCTURE OF THE EDUCATIONAL PROGRAM**

Discipline B1.O Personal leadership through cross-cultural competencies / Cross-cultural leadership for personal development is a mandatory part of Block 1.

# **3. PLANNED LEARNING OUTCOMES IN THE DISCIPLINE**

| **Code and name of graduate competence** | **Code and name of the competency achievement indicator** | **Planned learning outcomes for the discipline** |
| --- | --- | --- |
| UC-1 - Capable of carrying out a critical analysis of problematic situations based on a systems approach, developing an action strategy | UC-1.1 - Demonstrates skills of systemic and critical thinking and readiness for competent, logical, reasoned formation of own judgments and analysis of information | Know: basic methods of analyzing team interactions, basic modern communication technologies of various types, principles of providing feedback, demonstrate the behavior of a leader in a team.  Be able to: organize team work, set tasks, motivate, maintain an atmosphere of cooperation and goal achievement in the team, showing the value of each member's contribution.  Possess: skills of effective communication, constructing effective feedback to team members on intermediate and final results of work, identifying conflicts that arise in the process of teamwork, and constructively managing them. |
| GPC-2 - Capable of using modern techniques and methods of data collection, advanced methods of their processing and analysis, including the use of intelligent information and analytical systems, when solving management and research problems | GPC-2.2 - Develops and implements research and analytical projects to provide information support for management decision-making | Know: the content of the process of goal-setting for professional and personal development, its features and methods of implementation when solving professional problems, based on the stages of career growth and self-development goals.  Be able to: formulate goals of personal and professional development and conditions for achieving them, based on development trends in the field of professional activity, stages of professional growth, and individual and personal characteristics.  To master: methods and technologies of goal setting, goal implementation and evaluation of the results of activities to solve professional problems. |
| PC-6 - Able to take into account the socio-cultural, legal, institutional and economic conditions of activity in the international market when managing an organization | PC-6.1 - Analyzes economic processes of international trade, makes management decisions taking into account the instruments of regulation of the international economy | Know: leading schools and areas of economic science, in particular the fundamentals of international business and managing an organization in the international space, the main features of the international economy, its socio-cultural and legal institutions.  To be able to: analyze the interrelations of economic, political and socio-cultural processes in international markets, identify ways to solve socio-cultural problems in the global economic space, analyze and interpret economic, social and management information.  To master: modern methods of collecting, processing and analyzing economic and social data, methods and skills of team management, negotiations and decision-making, independent work skills, basic methods of personnel management. |

# **4. STRUCTURE AND CONTENT OF THE DISCIPLINE**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Number and name of topics and/or sections/topics** | **Contents of the discipline** | | **Scope of discipline**  **(academic hours)** | | | | |
| **Contact work** | | | | **Self-study** |
| **Lectures** | | **Practices** | **Workshops** |
| Topic 1. General ideas about leadership, leadership and management. | The nature of leadership. The new reality surrounding modern organizations. Comparison of management and leadership. The evolution of leadership theories. The art and science of leadership. Power, influence and leadership. | | 3 | | 2 |  | 12 |
| Topic 2. Scientific concepts of leadership. | Theories of personality traits. Behavioral theories. Situational theories. Fiedler's situational model. Hersey and Blanchard's situational theory. Path-goal theory. Vroom-Jago situational model. Leadership substitutions. | | 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, specifics. Business and corporate cultures. Classifications of cultures by R. Lewis, G. Hofstede, H. Trompenaars, etc. Intercultural conflicts and ways of resolution. 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 teams. Team effectiveness. 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 an international and intercultural environment. | Negotiations, schools and theories of negotiations. Types of negotiations. Key terms and the negotiation process. Methods of communication used by leaders. Negotiation rhetoric. The leader as a master of communications. | | 3 | | 2 |  | 13 |
| **Control:** | | | | | | | **0** |
| **Total for the discipline:** | | **18** | | **14** | | **0** | **76** |

# **5. EDUCATIONAL, METHODOLOGICAL AND INFORMATIONAL SUPPORT OF THE DISCIPLINE**

## **5.1 Recommended literature**

|  |  |
| --- | --- |
| **Bibliographic description of the publication (author, title, type, place and year of publication, number of pages)** | **Electronic resources** |
| Spivak, V. A. Leadership: a textbook for universities / V. A. Spivak. - Moscow: Yurait Publishing House, 2023. - 301 p. - (Higher education). - ISBN 978-5-9916-6921-4. | <https://urait.ru/bcode/511178> |
| Selezneva, E. V. Leadership: a textbook and practical training for universities / E. V. Selezneva. - Moscow: Yurait Publishing House, 2023. - 429 p. - (Higher education). - ISBN 978-5-534-08397-2. | <https://urait.ru/bcode/510924> |
| Ilyin, V. A. Psychology of Leadership: a textbook for universities / V. A. Ilyin. - Moscow: Yurait Publishing House, 2023. - 311 p. - (Higher education). - ISBN 978-5-534-01559-1. | <https://urait.ru/bcode/511051> |
| Bogolyubova, N. M. Intercultural communication in 2 parts. Part 1: textbook for universities / N. M. Bogolyubova, Yu. V. Nikolaeva. - Moscow: Yurait Publishing House, 2023. - 253 p. - (Higher education). - ISBN 978-5-534-01744-1. | <https://urait.ru/bcode/511759> |
| Theory of Intercultural Communication: a textbook and practical training for universities / Yu. V. Taratukhina [et al.]; edited by Yu. V. Taratukhina, S. N. Bezus. - Moscow: Yurait Publishing House, 2023. - 265 p. - (Higher education). - ISBN 978-5-534-00365-9. | [https://urait.ru/bcode/511656](https://urait.ru/bcode/511656%20) |
| Guzikova, M. O. Fundamentals of the Theory of Intercultural Communication: a textbook for universities / M. O. Guzikova, P. Yu. Fofanova. - Moscow: Yurait Publishing House, 2022. - 121 p. - (Higher education). - ISBN 978-5-534-09551-7. | <https://urait.ru/bcode/493424> |

## **5.2 List of licensed and freely distributed software, including domestically produced**

|  |
| --- |
| - 7-Zip |
| - OS Alt education 10 |
| - LibreOffice Base |
| - LibreOffice Calc |
| - LibreOffice Writer |

## **5.3 List of information reference systems (IRS) and modern professional databases (MPDB)**

|  |  |
| --- | --- |
| **No.** | **Name of SPBD/ISS** |
| 1. | Electronic library Grebennikon.ru –[www.grebennikon.ru](http://www.grebennikon.ru) |
| 2. | Scientific electronic library eLIBRARRY – www.elibrary.ru |
| 3. | Scientific electronic library CyberLeninka – www.cyberleninka.ru |
| 4. | Database POLPRED Directories –[www.polpred.com](http://www.polpred.com) |
| 5. | OECD Books, Papers & Statistics database on the OECD iLibrary platform  [www.oecd-ilibrary.org](http://www.oecd-ilibrary.org) |
| 6. | Legal reference system ConsultantPlus (installed resource  SPbGEU or www.consultant.ru) |
| 7. | Reference legal system "GARANT" (installed resource of SPbGEU or www.garant.ru) |
| 8. | Information and reference system "Code" (installed resource  SPbGEU or www.kodeks.ru) |
| 9. | Electronic library system BOOK.ru - www.book.ru |
| 10. | Electronic library system EBS URAYT – www.urait.ru |
| 11. | Electronic library system ZNANIUM (ZNANIUM) –[www.znanium.com](http://www.znanium.com) |
| 12. | Electronic library of SPbGEU – opac.unecon.ru |

# **6. LOGISTIC AND TECHNICAL SUPPORT OF DISCIPLINE**

To implement this discipline, there are special rooms for conducting lecture-type classes, seminar-type classes, course design (completion of coursework), group and individual consultations, ongoing monitoring and midterm assessment, as well as rooms for independent work.

The premises are equipped with equipment and technical teaching aids.

The rooms for independent work of students are equipped with computer equipment with the ability to connect to the Internet and provide access to the electronic information and educational environment of the university.

|  |  |
| --- | --- |
| **Name of classrooms, list** | **Address (location) of classrooms** |
| Audience 2021 Laboratory "Laboratory Complex" Specialized furniture and equipment: Educational furniture for 22 seats (22 computer desks, 22 black chairs) Educational furniture for 42 seats (21 desks) Teacher's workplace (1 computer desk) 3-section chalk board 1 pc., marker board on wheels 1 pc., clock 1 pc., lectern 1 pc., table 1 pc., nightstand 1 pc., iso chair 4 pcs., hanger stand 2 pcs., blinds 3 pcs. Computer i5-8400/8GB/500GB\_SSD/Viewsonic VA2410-mh - 23 pcs., Installation of demonstration educational films - 1 pc., Computer complete with system unit Intel pentium x2 g3250 keyboard + mouse L (hard drive 500 GB, monitor Philips 21.5 ') - 1 pc. Sets of demonstration equipment and teaching aids: multimedia applications for lecture courses and practical classes, interactive teaching aids. | 191023, St. Petersburg, st. Griboyedov Canal, 30/32, letters “A”, “B”, “R” |
| Audience 2026 Computer class (for practical classes, course design (coursework) using computers). Equipped with a multimedia complex. Specialized furniture and equipment: Classroom furniture for 25 seats, teacher's workplace (table - 2 pcs., chair - 1 pc.), 3-section marker board - 1 pc., hangers stands - 2 pcs., iso chair - 9 pcs., blinds - 2 pcs., Pentium x2 g3250 computer /8Gb/500gb/philips 21.5') - 1 pc., Intel X2 G3420/8 Gb/500 HDD/PHILIPS 200V4 computer - 23 pcs., HP 250 G6 1WY58EA laptop -2 pcs., Optoma x 400 multimedia projector - 1 pc. Sets of demonstration equipment and teaching aids: multimedia applications for lecture courses and practical classes, interactive teaching aids. | 191023, St. Petersburg, st. Griboyedov Canal, 30/32, letters “A”, “B”, “R” |
| Room 2032 Computer class (for practical classes, course design (coursework) using computers). Equipped with a multimedia complex. Specialized furniture and equipment: Classroom furniture for 25 seats, teacher's workstation (1 table, 1 chair), 1 marker board on wheels, 1 marker board on legs, 1 hanger stand, 2 tables, 4 chairs, 1 notice board, 2 blinds, Intel I5-7400/16Gb/1Tb computer/NVIDIA GeForce GT 710 video card/Monitor. DELL S2218H - 25 pcs., SMARTB 680 interactive whiteboard - 1 pc., TsMO SHRN-E-6.650 wall-mounted telecommunication cabinet - 1 pc., ProCurve Switch 2626 switch - 1 pc., Thin client terminal station as part of Sun Ray 2 client - 1 pc., Rack for 660x680 interactive whiteboard - 1 pc. Demonstration equipment and teaching aids sets: multimedia applications for lecture courses and practical classes, interactive teaching aids. | 191023, St. Petersburg, st. Griboyedov Canal, 30/32, letters “A”, “B”, “R” |

# **7. METHODOLOGICAL INSTRUCTIONS FOR STUDENTS TO MASTER THE DISCIPLINE**

When starting to study the discipline, the student must familiarize themselves with the following documents:

* educational and methodological documentation;
* local regulations governing the main issues of organizing and implementing educational activities, including those regulating the procedure for conducting ongoing monitoring of academic performance and midterm assessment of students;
* schedule of consultations for faculty members.

The level and depth of mastering the discipline are determined by the active and systematic work of students in lectures, seminar-type classes, and independent work, including in terms of identifying the most significant and relevant problems for further study. A special condition for high-quality mastering of the discipline is the effective organization of work, which allows for the even distribution of the academic load in accordance with the schedule of the educational process.

In preparation for classes, students are given the opportunity to attend consultations with the faculty of SPbGEU according to the schedule established in the consultation schedule.

The students’ in-class and out-of-class work should be aimed at developing:

* fundamental foundations of students' worldview and natural science knowledge;
* basic knowledge corresponding to the area of ​​training and the declared professional field, forming a target and professional basis for training personnel;
* professional competencies aimed at meeting the needs of the labor market;
* individual trajectory through the acquisition of a unique set of professional competencies that complement the student’s competency model, due to the focus on specific professional specialized areas of knowledge determined by representatives of the labor market;
* meta-skills of students, such as: teamwork and leadership, data analysis, digital skills, project development and implementation, intercultural interaction.

# **8. FEATURES OF MASTERING THE DISCIPLINE FOR DISABLED PEOPLE AND PERSONS WITH LIMITED HEALTH CAPABILITIES**

The training of students with disabilities, if necessary, is carried out on the basis of an adapted work program using special teaching methods and didactic materials compiled taking into account the characteristics of the psychophysical development, individual capabilities and health status of such students (student).

In order to master the curriculum of the discipline by disabled people and people with limited health capabilities, the University provides:

- for disabled people and people with limited health capabilities due to vision: posting reference information about the schedule of classes in places accessible to students who are blind or visually impaired and in an adapted form; the presence of an assistant providing the student with the necessary assistance; issuing alternative formats of methodological materials (large font or audio files);

– for disabled people and people with limited hearing: reproduction of information using appropriate sound means;

- for disabled people and people with limited health capabilities who have musculoskeletal disorders: the possibility of unimpeded access of students to classrooms, toilets and other premises of the department, as well as staying in the said premises.

Students with disabilities and individuals with special educational needs are provided with printed and/or electronic educational resources in forms adapted to their health limitations. Education of students with special educational needs can be organized both together with other students and in separate groups or in separate organizations.

# **ASSESSMENT TOOLS FUND**

## **1.1 Test questions and assignments for midterm assessment**

|  |  |
| --- | --- |
|  | The work program does not provide for this discipline. |

## **1.2 Topics of written works**

|  |  |
| --- | --- |
|  | The work program does not provide for this discipline. |

## **1.3 Checkpoints**

|  |  |  |  |
| --- | --- | --- | --- |
| **Checkpoint number** | **Checkpoint type** | **Method of implementation** | **Topic numbers** |
| 1 | Analytical work | in writing | 1-3 |
| 2 | Case task | in writing | 4-5 |
| 3 | Current control | with the help of technical means and information systems | 1-6 |

## **1.4 Other objects of assessment**

|  |  |  |
| --- | --- | --- |
| **Names of the object of assessment** | **Method of implementation** | **Topic numbers** |
| Essay | in writing | 1-6 |

## **1.5 Independent work of the student**

|  |  |
| --- | --- |
| **Titles of independent work** | **Topic numbers** |
| Essay writing | 1-6 |
| Preparation for lectures and practical classes | 1-6 |

## **1.6 Result assessment scale**

The assessment scales and procedures for assessing learning outcomes in a discipline are regulated by the Regulation on the current monitoring of academic performance and midterm assessment of students in higher education programs and the Regulation on the point-rating system.

To assess the development of learning outcomes in a discipline, a point-rating system of student performance is used:

The final assessment form for the discipline is a test; the final result is formed in accordance with the scale given in the table below:

|  |  |
| --- | --- |
| Points | Grade |
| <55 | Fail |
| >=55 | Credit |

**Result assessment scale**

|  |  |
| --- | --- |
| 2 (score up to 54) | Demonstrates a lack of understanding of the problem. Many of the requirements for the task are not met.  Primary perception of the material is demonstrated. The work is unfinished and/or it is plagiarism. |
| 3 (score 55-69) | Demonstrates partial understanding of the problem. Most of the requirements for the task are met.  Mastery of the elements of the given material. The completed material is generally understandable and holistic. |
| 4 (score 70-84) | Demonstrates significant understanding of the problem in the assigned discipline. All requirements for the assignment have been met.  The content of the completed tasks is disclosed and examined from different points of view. |
| 5 (score 85-100) | Demonstrates a complete understanding of the problem. All requirements for the task are met.  Demonstrated confident mastery of the discipline material. Completed tasks are holistic, completed in full, structured, present different points of view, demonstrated a creative approach. |