

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Menedžment medkulturnih razlik
Course title:	Management of Intercultural Differences

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Medkulturni management, drugi	Program nima smeri	prvi	prvi
Intercultural management, second	The programme has no fields	first	first

Vrsta predmeta / Course type obvezni / Mandatory

Univerzitetna koda predmeta / University course code:

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
30	-	15		-	135	6

Nosilec predmeta / Lecturer: red. prof. dr. Dejan Jelovac / Prof. dr. Dejan Jelovac

Jeziki / Languages:

Predavanja / Lectures:	Slovenski, angleški / Slovene, English
Vaje / Tutorial:	Slovenski, angleški / Slovene, English

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Pogoj za vključitev v delo je vpis v prvi letnik podiplomskega študija.

Študent/študentka mora pred pristopom k izpitu pripraviti in zagovarjati na vajah svojo domačo nalogo.

Prerequisites:

The condition for inclusion is enrollment in the first year of postgraduate studies.

Before entering the exam student must, prepare and defense its home work.

Vsebina:

- predstavitev področja menedžmenta medkulturnih razlik, namena, ciljev in vsebine predmeta ter metod in tehnik proučevanja;
- poglobljanje v bistvo fenomena poslovne kulture in morale kot dejavnikov vedenja organizacij v globaliziranem gospodarstvu, posebej evropskem;
- podajanje vpogleda v sodobne znanstvene

Content (Syllabus outline):

- Introduction to management of cultural differences, purpose, objectives and course content and study methods and techniques;
- Deepening the essence of the phenomenon of corporate culture and morality as predictors of organization's behavior in a globalized economy, especially Europe;
- Giving access to the modern scientific theory

teorije na področju kulturnih razlik

- strateški pomen kulturnih razlik;
- kulturne razlike, stereotipi (klišeji), predsodki, mnenja in stališča kot vir možnih sporov in konfliktov v organizaciji - metode in tehnike preprečevanja kulturnih konfliktov;
- modeli za uspešno upravljanje medkulturne komunikacije v multikulturnem in/ali mednarodnem poslovnem svetu oziroma notranjem okolju organizacije;
- praktično usposabljanje za uporabo metod, tehnik in strategij za preprečevanje in razreševanje vrednotnih sporov – *evro-model*;
- simulacije primerov, *metoda detanta* zaključne refleksije.

of cultural differences;

- The strategic importance of cultural differences;
- Cultural differences, stereotypes (clichés), prejudices, opinions and observations as a source of potential disputes and conflict within the organization - methods and techniques of cultural conflict prevention;
- Models for effective management of intercultural communication in a multicultural and / or international business world and the internal environment of the organization;
- Practical training in the use of methods, techniques and strategies for the prevention and resolution of conflicts: Euro-model;
- Simulations of cases: method of *detante*; Concluding reflections.

Temeljni literatura in viri / Readings:

Jelovac, Dejan in Rek, Mateja. *Komuniciranje v medkulturnem okolju*. Ljubljana: Vega.

Moran, Robert; Abramson, Remington, Neli in Sarah, Moran (2014): *Managing Cultural Differences*, 9th edition, Routledge: New York.

Deresky, Helen (2013): *International Management: Managing Across Borders and Cultures, Text and Cases*. 8th edition, Prentice Hall, Upper Saddle River.

Hofstede, Geert in Hofstede, Gert Jan (2005): *Cultures and Organisations: Software of the Mind*, McGraw-Hill, New York.

Simons, George (2002): *Euro Diversity: A Business Guide to Managing Difference*. Butterworth-Heinemann.

Mole, John (2003): *Mind Your Manners – Managing Business Cultures in the New Global Europe*. London: Nicholas Brealey Publishing.

Terpstra, Vern; David, Kenneth (1985): *The Cultural Environment of International Business*. Cincinnati, Ohio: South-Western Publ. Co.

Cilji in kompetence:

- poznavanje in razumevanje kulturnih in družbenih procesov in sposobnost njihove kompleksne analize;

Objectives and competences:

- Knowledge and understanding of cultural and social processes and the ability for their complex analysis;

- sposobnost oblikovanja izvirnih idej, konceptov in rešitev določenih problemov; strateška usmerjenost, tj. sposobnost anticipacije dogodkov, izhajajočih iz kulturne dinamike, sposobnost ponujanja rešitev za preprečevanje njihovih negativnih konsekvenc;
- etična refleksija in zavezanost profesionalni etiki v družbenem okolju s spoštovanjem načela neskrinatornosti in multikulturalnosti;
- razvoj komunikacijskih sposobnosti in spretnosti za komuniciranje z različnimi okolji;
- sposobnost uporabe relevantnih domačih in mednarodnih virov, uporabe elektronskih virov in kritične analize relevantne literature;
- Razvoj refleksije ob upoštevanju lokalne, nacionalne in globalne ravni;
- Razvoj potrebe po doseganju družbene pravičnosti in podpiranju raznolikosti;
- Razvoj sposobnosti interdisciplinarnega mišljenja in sodelovanja;
- Sposobnost učenja na osnovi relevantnih virov z različnih področij teorije in prakse;
- Sposobni razviti kulturno refleksijo in na tej podlagi zavezanost želenim vzorcem zglednega poslovnega obnašanja;
- Sposobni razviti spretnosti za uporabo različnih metod in tehnik za ugotavljanje, preprečevanje in reševanje kulturne napetosti ali konfliktov;
- Sposobni razviti občutek za nediskriminacijo pri upravljanju človeških virov v EU gospodarskem okolju;

- The ability to formulate original ideas, concepts and solutions for specific problems;
- The strategic orientation, i.e. the ability to anticipate events resulting from cultural dynamics, the ability to offer solutions to prevent their negative consequences;
- Ethical reflection and commitment to professional ethics in the social environment with respect for the principles of non-discrimination and multiculturalism;
- The development of communication skills and skills for communicating with different environments;
- The ability to apply relevant national and international sources, to apply electronic sources and critical analysis of relevant literature;
- Development of reflection taking into account local, national and global level;
- Development of the need to achieve social justice and support the diversity;
- Development of interdisciplinary thinking and cooperation skills;
- Ability to learn on the basis of relevant sources from different areas of theory and practice;
- Able to develop an cultural reflection and on this basis the commitment to the desired patterns of exemplary business behaviour;
- Able to develop skills in using various methods and techniques to identify, prevent and resolve cultural tensions or conflicts;
- Able to develop a sense of non-discrimination in the management of human resources in the European economic environment;

- Usposobljeni za razumevanje obsega in meja obvladovanja medkulturnih razlik;
- Pridobili pregled odprtih vprašanj stroke in njenih perspektivah v bližnji prihodnosti;
- Sposobni razviti potrebo po nadaljevanju samorefleksije in izboljšavah na tem področju.
- razumevanje kulturnih fenomenov in njihove povezanosti s strukturo in razvojem družb;
- uporaba in kombiniranje znanj za različnih disciplinarnih področij;
- razumevanje različnih teoretskih pristopov in njihova uporaba pri reševanju konkretnih problemov;
- fleksibilnost in prilagodljivost, tj. sposobnost delovanja v večkulturnem okolju;
- sposobnost navezovanja stikov v večkulturnem okolju in komuniciranja z akterji iz različnih kulturnih okolij;
- razumevanje različnih družbenih in kulturnih okolij, razumevanje kulturne pluralnosti;
- sposobnost anticipacije in reševanje problemov, ki izhajajo iz medkulturnih razlik;
- sposobnost razumevanja in obvladovanja medkulturnih informacij;
- razumevanje odnosov med posamezniki in skupinami v različnih kulturnih okoljih;
- organizacijske in vodstvene spretnosti za usmerjanje dela v večkulturnem okolju;
- sposobnost kulturne empatije, tj.

- Trained to understand the scope and boundaries of management of intercultural differences;
- Gain an overview of the open issues of the profession and its perspectives in the near future;
- Able to develop a need for continuing self-reflection and improvement in this area.
- Understanding the cultural phenomena and their relationship with the structure and the development of societies;
- Applying and combining the knowledge from different disciplines;
- Understand the different theoretical approaches and apply them in solving concrete problems;
- Flexibility and adaptability, i.e. capability of operating in a multicultural environment;
- The ability to establish contacts in a multicultural environment and to communicate with actors with different cultural backgrounds;
- Understanding different social and cultural environments, understanding the cultural pluralism;
- The ability to anticipate and solve problems arising from intercultural differences;
- The ability of understanding and managing intercultural information;
- Understanding of relationships between individuals and groups in different cultural environments;
- Organizational and leadership skills for management in multi-cultural environment;

razumevanja idej, vrednot in mišljenjskih vzorcev iz različnih kulturnih okolij.

- organizacijske in vodstvene spretnosti v organizacijah, ob razumevanju individualnih vrednot in skupinskih vrednotnih sistemov, z obvladovanjem profesionalno - etičnih vprašanj;

- Ability of cultural empathy, i.e. understanding ideas, values, and cognitive patterns from different cultural environments;

- Organizational and leadership skills in organizations, understanding the individual values and collective value systems, with the management of professional - ethical issues;

Predvideni študijski rezultati:

- Obveščani o namenu predmeta, vsebini in metodah dela in svojih obveznosti;
- pridobili globlje razumevanje obzorja in temelja strokovnega področja medkulturnega managementa;
- Znali pojasniti ključne pojme kategorialno-metodološkega aparata medkulturnega managementa;
- Razumeli obseg in vsebino pojma medkulturnega upravljanja;
- dojemali bistvo pomembnih pozicij oz. stališč znotraj kulturnega pluralizma;
- Razumeli in jasno razlikovali ključne kategorije medkulturnega managementa v globalnem poslovnem življenju;
- Pridobili vpogled v bistvo dobrih poslovnih praks, njihovo vlogo, mesto in pomen za uspešno sodobno poslovanje;
- Kvalificirani za opazovanje in dojetanje kulturnih razsežnosti poslovanja;
- Kvalificirani za izvajanje poslovnih praks v slogu dobrega gospodarja;

Intended learning outcomes:

- Informed of the purpose of subject, content and methods of work and their obligations;
- Able to gain a deeper understanding of the horizons and the foundation of the expert fields of intercultural management;
- Able to explain key concepts within the categorical-methodical apparatus of a intercultural management;
- Understand the scope and content of the concept of intercultural management;
- Grasp the essence of important positions within cultural pluralism;
- Understand and clearly distinguish the key categories of intercultural management in global business life;
- Gain insight into the essence of good business practices, their role, place and importance for a successful modern business;
- Qualified for the perception of cultural dimensions of business;
- Qualified for the implementation of business practices in the style of a good governor;

Metode poučevanja in učenja:

Learning and teaching methods:

- predavanja z aktivno udeležbo študentov (razlaga, diskusija, vprašanja, primeri)
- seminarske vaje (refleksija izkušenj, projektno delo, timsko delo, metode kritičnega mišljenja, diskusija, sporočanje povratne informacije, forum za reševanje kulturnih problemov, sporov, konfliktov in dilem, socialne igre)
- individualne in skupinske konzultacije (diskusija, dodatna razlaga, obravnava specifičnih vprašanj)
- samostojen študij (motiviranje, usmerjanje, samoopazovanje, samouravnavanje, refleksija, samoocenjevanje)

- Lectures with active engagement of students (explanation, discussion, questions, examples);
- Tutorials (case study, experience, reflection, project work, teamwork, critical thinking, discussion, feedback, a forum for solving cultural problems, disputes, conflicts and dilemmas, social games);
- Individual and group consultations (discussions, additional explanation, specific questions);
- Individual Study (motivation, guidance, self-observation, self-regulation, reflection, self-evaluation).

Delež (v %) /

Načini ocenjevanja:

Weight (in %) **Assessment:**

Način (pisni izpit, ustno izpraševanje, naloge, projekt):	Delež (v %) / Weight (in %)	Assessment:
pisni/ustni izpit	60 %	Type (examination, oral, coursework, project): Written or oral exam
domača naloga ter njen zagovor	15 %	Homework and its presentation in the seminar
seminarska naloga	25 %	Seminar essay
Ocenjevalna lestvica – skladno s Pravilnikom o preverjanju in ocenjevanju znanja na FUDŠ.		The grading scale – in line with the SASS rules.

Reference nosilca / Lecturer's references:

Jelovac, Dejan; Wal, Zeger van der in Jelovac, Ana (2011): Business and government ethics in the new and old EU: an empirical account of public-private value congruence in Slovenia and the Netherlands. *Journal of Business Ethics*, 103(1), str. 127-141.

Jelovac, Dejan in Rek, Mateja (2010): *Komuniciranje v medkulturnem okolju*. Ljubljana: Vega.

Grušovnik, Rosana in Jelovac, Dejan (2014): The Impact of managerial multicultural competences on company's competitive advantage in global economy. *Innovative issues and approaches in social sciences*, 7(3), str. 58-89.

Barić, Ana; Jelovac, Dejan in Fain, Nuša (2013): Barriers in multicultural business communication : an empirical study of Slovenia and Bosnia and Herzegovina. *Innovative issues and approaches in*

social sciences, 6(3), str. 18-38.

Adam, Frane; Jelovac, Dejan in Rek, Mateja (2008): Economic cultural (in)compatibility: old and new EU members in comparison. V: Podmenik, Darka (ur.): *Sociokulturni in organizacijski vidiki prenosa znanja*. Ljubljana: Inštitut za razvojne in strateške analize, str. 107-134.

Jelovac, Dejan (2012): The impact of corporate social responsibility in the context of small and medium enterprise. *Innovative issues and approaches in social sciences*, 5(2), str. 21-35.

Jelovac, Dejan (2010): The historical-cultural background of public administration values: the case of Slovenia = Zgodovinsko-kulturno ozadje vrednot v javni upravi : primer Slovenija. *Raziskave in razprave*, 3(3), str. 75-101.

Jelovac, Dejan (2010): Poslovna etika kot nujni pogoj odličnosti. V: Bukovec, Boris (ur.): *Etičnost razmišljanja in delovanja pri uveljavljanju strategije univerzalne odličnosti in mojstrstva*. V Novem mestu: Fakulteta za organizacijske študije, str. 83-100.

Jelovac, Dejan in Juričan, Dobran (2007): Kodeks podjetniške kulture za skladen regionalni razvoj. V: Nared, Janez et al. (ur.): *Veliki razvojni projekti in skladni regionalni razvoj*, (Regionalni razvoj, 1). Ljubljana: Založba ZRC, ZRC SAZU, str. 311-318.

Jelovac, Dejan (2000): *Podjetniška kultura in etika*. Portorož: VSŠP.