

Intercultural Management (Sem B)

EM054M2NB1

Program

PGE
Visitants

UE

Intercultural Management

Semester

B

Discipline

Human resources

Contact hours

27 Hof which **27** is/are e-learning

Number of spots

45

Open to visitors

Yes

Language



Coordinator

José Luis VALLEJO GARCIA



List of lecturers

Lecturer(s)	Email	Contact hours - lecture
José Luis VALLEJO GARCIA	jose.vallejo@em-strasbourg.eu	27 h

Pedagogical contribution of the course to the program

No educational contribution associated with this course for this program.

Description

This module will examine the main concepts of Intercultural Management in the context of the multinational business environments and the strategies of organizations for the management of cultural diversity. It aims to provide students with the knowledge and concepts necessary for reflecting and solving problems when managing people from different nationalities, by describing, analyzing and discussing real examples that illustrate such concepts. The module will also address the importance on global experiences (e.g., student experiences working and living in international environments or abroad) for the development of future managers and address employability issues, relating to how students can best sell their global learning experiences.

Teaching methods

Face-to-face

- Lectures

In group

- Oral presentations
- Projects

Interaction

- Discussions/debates

Others

No items in this list have been checked.

Learning objectives

Cognitive domain

Upon completion of this course, students should be able to

- - (level 1) **define** an international perspective, an imperative in the 21st century business world. Special focus on negotiations and working in teams.
- - (level 4) **compare** and be aware of the cultural differences including values, beliefs, attitudes and norms that lead to different behaviours in the business world.

Affective domain

Upon completion of this course, students should be able to

- - (level 3) **explain** quality relations at an international level, including managing conflict and giving feedback.
- - (level 4) **synthesize** the importance of being able to participate and lead multicultural teams in an efficient and effective manner by maximizing success, limiting frustrations and creating competitive advantage.

Outline

- Understanding the basics of culture
- Theoretical Framework of Culture
- Globalization and Culture
- Psychology and Culture
- Cultural Complexity
- Conflict Across Cultures
- Intercultural Communication
- Intercultural Competence
- Cultural Intelligence
- Systemic Approach to Culture
- Understanding Diversity
- Organizational Culture
- Culture and Leadership
- Cross-Cultural Orientations Model
- Management of Multicultural Teams
- Intercultural Negotiations

No prerequisite has been provided

Knowledge in / Key concepts to master

Basic knowledge of international management

Teaching material

Mandatory tools for the course

- Computer

Documents in all formats

- Case studies/texts
- Worksheets

Moodle platform

- Interface to submit coursework
- Assessments

Software

No items in this list have been checked.

Additional electronic platforms

No items in this list have been checked.

Recommended reading

Main reading material

- Moran, R. T., Harris, P. and Moran, S. (2007). *Managing Cultural Differences. Global Leadership Strategies for the 21st Century.* Oxford, UK: Elsevier Inc.

Additional literature

- Bennett, J. M. (Ed) (2015). *The SAGE Encyclopedia of Intercultural Competence. First Edition.* United States: SAGE Publications, Inc.
- Deardorff, D. K. (Ed) (2009). *The SAGE Handbook of Intercultural Competence. First Edition.* United States: SAGE Publications, Inc.
- Hofstede, G., Hofstede, G. J. and Minkov, M. (2010). *Cultures and Organizations: Software of the Mind. Third Edition.* U.K: McGraw-Hill Education.
- Medina Walker, D., Walker, T. and Schmitz, J. (2003). *Doing Business Internationally, Second Edition: The Guide to Cross-Cultural Success.* New York: McGraw-Hill.
- Moodian, M. A. (2009). *Contemporary Leadership and Intercultural Competence: Exploring the Cross-Cultural Dynamics Within Organizations.* United States: SAGE Publications, Inc.
- Schneider, S. C. and Barsoux, J-L. (2002). *Managing Across Cultures. Second Edition.* United Kingdom: Prentice Hall.
- Spencer-Oatey, H. and Franklin, P. (2009). *Intercultural Interaction. A Multidisciplinary Approach to Intercultural Communication.* U.K: Palgrave MacMillan.
- Steers, R. M., Nardon, L. and Sánchez-Runde, C. (2013). *Management across Cultures: Developing Global Competencies.* U.K: Cambridge University Press.
- Thomas, D. C. and Inkson, K. (2004). *Cultural Intelligence. People Skills for Global Business.* United States: Berrett-Koehler Publishers, Inc.
- Ting-Toomey, S. (1999). *Communicating Across Cultures.* United States: The Guilford Press.

EM Research: Be sure to mobilize at least one resource

Textbooks, case studies, translated material, etc. can be entered

- Vallejo García, J. L. (2005). Intercultural Competence: A Conducive Factor of Managers' Readiness for Organizational Change. Hamburg: Verlag Dr. Kovac.

Assessment

List of assessment methods

Intermediate assessment / continuous assessment 1Other (date, pop quiz, etc.) :

Oral (15 Min.) / Group / English / Weight : 50 %

Details : Group presentation

Intermediate assessment / continuous assessment 2Other (date, pop quiz, etc.) :

Written (20 Min.) / Individual / English / Weight : 50 %

Details : Individual Assignment - Reflection Paper