

# Intercultural Management and Leadership

**EM054M2SMSI**

## Program

**PGE**  
PGE 2A - Marketing digital

## UE

Intercultural management and Leadership

## Semester

A

## Discipline

Organizational behavior / Leadership

## Contact hours

20 H

## Number of spots

69

## Open to visitors

Yes

## Language



## Coordinator

José Luis VALLEJO GARCIA



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## List of lecturers

Lecturer(s)	Email	Contact hours - lecture
José Luis VALLEJO GARCIA	<a href="mailto:jose.vallejo@em-strasbourg.eu">jose.vallejo@em-strasbourg.eu</a>	20 h

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## Pedagogical contribution of the course to the program

**LEARNING GOAL 1 : Students will master state-of-the-art knowledge and tools in management fields in general, as well as in areas specific to the specialized field of management.**

Students will identify a business organization's operational and managerial challenges in a complex and evolving environment.

Students will understand state-of-the-art management concepts and tools and use them appropriately.

Students will implement appropriate methodologies to develop appropriate solutions for business issues.

**LEARNING GOAL 2 : Students will develop advanced-level managerial skills.**

Students will work collaboratively in a team.

Students will participate in a decision-making process in a critical way.

Students will communicate ideas effectively, both orally and in writing, in a business context.

**LEARNING GOAL 3 : Students will demonstrate their understanding of practices reflecting ethical, diversity and sustainable development values in business organizations.**

Students will identify and analyze issues relating to diversity, ethics and sustainable development in their business context.

**LEARNING GOAL 4: Students will study and work effectively in a multicultural and international environment.**

Students will demonstrate written and oral competency in two foreign languages.

Students will analyze business organizations and problems in a multicultural and international environment

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## Description

This course provides a starting point to future managers and leaders dealing with culturally diverse teams in domestic and international business settings. This course will address topics such as cultural differences and their role in the management of organizations and teams as well as aspects related to international organizational behavior, human resource management, leadership, workforce and team diversity, communication, decision making and conflict resolution. Various trends in these areas as well as a number of challenges for managers of international teams will also be discussed. By the end of this course, students will have acquired relevant knowledge and insights into the management of international workforce / intercultural management, readiness for change, teams and the related implications for international organizations.

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## Teaching methods

### Face-to-face

- Lectures
- E-learning

### In group

- Exercises
- Oral presentations
- Projects
- Case studies/texts

### Interaction

- Discussions/debates

- Games (educational, role play, simulation)

## Others

**No items in this list have been checked.**

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## Learning objectives

### Cognitive domain

Upon completion of this course, students should be able to

- - (level 1) **Recognize** international teams - beyond cultural differences
  - - (level 2) **Explain** working in international teams
  - - (level 3) **Demonstrate** leading international teams: a new discipline?
  - - (level 4) **Analyze** team effectiveness in multinational organizations
  - - (level 5) **Develop** designing and forming global teams
  - - (level 6) **Evaluate** challenges of international management teams
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### Affective domain

Upon completion of this course, students should be able to

**None affective domain have been associated with this course yet**

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## Outline

- Course Introduction / The Role of the Global Leader
  - Global Leaders and Culture
  - Global Leaders and Communications
  - Cross-Cultural Orientations Model
  - Global Leadership in Negotiations
  - Global Leaders learn from other Management Systems
  - Management of Multicultural Teams
  - Managing Diversity in the Global Work Culture
  - Women as Leaders in Global Business
  - Global Leaders in the Changing Knowledge Culture
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## **No prerequisite has been provided**

### Knowledge in / Key concepts to master

Basic knowledge of international management.

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## **Teaching material**

### Mandatory tools for the course

- Computer

### Documents in all formats

- Photocopies
- Case studies/texts
- Worksheets

### Moodle platform

- Other : Final Exam

### Software

**No items in this list have been checked.**

### Additional electronic platforms

**No items in this list have been checked.**

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## **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.

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

### **List of assessment methods**

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

Oral (20 Min.) / Group / English / Weight : 30 %

**Details :** Students will be organized in teams of 5 or 6 in order to prepare a group presentation based on intercultural competence and the seven levels of analysis of national systems. Specific topics will be distributed by the professor.

**This evaluation is used to measure L02.1, L02.2, L02.3, L04.1**

#### **Intermediate assessment / continuous assessment 2** Class no. 6

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

**Details :** Students will have to write an essay of 1,200 words about the concept of intercultural competence associated with a specific area of management. The list of topics and distribution will be provided by the professor.

**This evaluation is used to measure L01.1, L01.2, L01.3, L03.1**

#### **Final evaluation** Exam week

Written (60 Min.) / Individual / English / Weight : 50 %

**Details :** Students will have to respond several specific questions which might be related to any topic explored in class or in the readings. In case of open questions, answers have to be in one or two paragraphs in order to be concise. The number of questions will be provided by the professor prior to the final examination.

**This evaluation is used to measure L01.2, L01.3, L03.1, L04.2**