

# Intercultural Management and Leadership

EM05GMB4

## Semestre

A

## Discipline

Organizational behavior / Leadership

## Volume horaire

20 H

## Nombre de places

69

## Ouvert aux visitants

Oui

## Langue



## Responsable

José Luis VALLEJO GARCIA



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## Liste des intervenants

Intervenant(s)	Email	Volume horaire CM
José Luis VALLEJO GARCIA	<a href="mailto:jose.vallejo@em-strasbourg.eu">jose.vallejo@em-strasbourg.eu</a>	20 h

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**Contribution pédagogique du cours au programme**

Aucune contribution pédagogique associé à ce cours pour ce programme.

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## **Descriptif**

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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## **Organisation pédagogique**

### **Face-to-face**

- Lectures
- E-learning

### **In group**

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

### **Interaction**

- Discussions/debates
- Games (educational, role play, simulation)

### **Others**

Aucun élément de cette liste n'a été coché.

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## **Objectifs pédagogiques**

### **Cognitive domain**

A l'issue du cours, l'étudiant(e) devrait être capable de / d'...

- - (niv. 4) Analyze team effectiveness in multinational organizations
- - (niv. 4) examine the main driving forces of cultural human activity and behaviour

- - (niv. 5) determine the critical features of culture and their influence on management
  - - (niv. 5) evaluate the tools to increase competence within multicultural environments
  - - (niv. 6) develop a sense of cultural intelligence in order to become more assertive when dealing with other cultures
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### **Affective domain**

A l'issue du cours, l'étudiant(e) devrait être capable de / d'...

- - (niv. 4) analyze the different theories and concepts
  - - (niv. 4) integrate the knowledge acquired through the different models presented
  - - (niv. 4) formulate fundamental questions regarding global challenges
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### **Objectifs de développement durable abordés**

Aucun objectif de développement durable n'a été coché.

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### **Plan / Sommaire**

- 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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### **Prérequis nécessaires**

#### **Connaissances en / Notions clés à maîtriser**

Basic knowledge of international management.

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## **Supports pédagogiques**

### **Mandatory tools for the course**

- Computer

### **Documents in all formats**

- Photocopies
- Case studies/texts
- Worksheets

### **Moodle platform**

- Interface to submit coursework
- Assessments
- Other : Final Exam

### **Software**

Aucun élément de cette liste n'a été coché.

### **Additional electronic platforms**

Aucun élément de cette liste n'a été coché.

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## **Bibliographie recommandée**

### **Ouvrages principaux**

- 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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### **Littérature complémentaire**

- 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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## **Travaux de recherche de l'EM : Veillez à mobiliser au moins une ressource**

Peuvent être renseignés les manuels coordonnés, les traductions de manuel, les études de cas traduites etc...

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

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## **Modalités d'évaluation**

### **Liste des modalités d'évaluation**

#### **Evaluation intermédiaire / contrôle continu 1** Autre (date, contrôle surprise...):

Orale (20 min) / en groupe / Anglais / pondération : 30 %

Précisions : 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.

Cette évaluation sert à mesurer LO2.1, LO2.2, LO2.3, LO4.1

#### **Evaluation intermédiaire / contrôle continu 2** Séance n° 6

Ecrite (20 min) / individuelle / Anglais / pondération : 20 %

Précisions : 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.

Cette évaluation sert à mesurer LO1.1, LO1.2, LO1.3, LO3.1

#### **Evaluation finale** Semaine d'examens

Ecrite (60 min) / individuelle / Anglais / pondération : 50 %

Précisions : 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.

Cette évaluation sert à mesurer LO1.2, LO1.3, LO3.1, LO4.2