

Intercultural Management and Leadership

EM054M2SMKT

Program

PGE
PGE 2A - MARKETING & RELATION CLIENT

UE

Intercultural management and Leadership

Semester

A

Discipline

Organizational behavior / Leadership

Contact hours

20 H

Number of spots

69

ECTS

2

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	20 h

Pedagogical contribution of the course to the program

Développer un management à impact grâce aux connaissances et aux outils les plus récents dans les domaines du management

Developing a strategic and managerial vision in a complex, uncertain and changing environment

Développer des compétences managériales de niveau avancé se traduisant par un leadership responsable

Co-build a managerial and organizational culture through collaborations and team projects

Recommend decision making by taking a critical approach to driving change in organizations

Effectively argue his ideas orally and in writing with a professional posture

Mettre en place un management responsable par des pratiques reflétant les valeurs d'éthique, de diversité et de développement durable

Co-creating responsible management in one's professional practice

Pratiquer un management à impact dans un environnement multiculturel et international, porté par un "European mindset"

Communicate in a professional context in (foreign) languages, in writing and/or orally

Formulate solutions to organizational challenges in a multicultural and international context, driven by a "European mindset"

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.

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.

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

- - (level 4) **analyze** the different theories and concepts
 - - (level 4) **integrate** the knowledge acquired through the different models presented
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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

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

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

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 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