CROSS-CULTURAL MANAGEMENT
Business

Course contact hours: 45
Recommended credits: 6 ECTS – 3 US

OBJECTIVES
In an increasingly global world, managers must be able to handle diversity effectively.
The aim of this module is therefore:

- To increase awareness of the impact of national cultures on business.
- To know the most significant cultural dimensions:
    - Identity: individual or collective
    - Rules: strict or flexible
    - Task orientation ("specific") or people orientation ("diffuse")
    - Trust
    - Expression of emotions
    - Vision of time
    - Attitude towards change
    - Distribution of power and hierarchy
    - Attitude: assertive ("masculine") or modest ("feminine")
- To understand the logic behind each cultural preference.
- To provide students with theoretical and practical tools designed to help them improve their productivity when working and doing business with people from other cultures.
- To raise students awareness of their own personal orientations.
- To tolerate and value cultural diversity as a source of higher productivity in companies when handled effectively.

REQUIREMENTS

Fluent English

LEARNING OUTCOMES
After completing this course students should:

1. Be more aware of the impact of national cultures on business / the workplace.
2. Be able to recognize and understand the most significant cultural differences.
3. Know the strengths and weaknesses of each cultural orientation.
4. Be aware of their own way of doing things.
5. Have tools to increase their effectiveness when doing business / working internationally.
6. Have a sound knowledge of the business / work cultures of the most significant world economies.

CONTENTS

Course introduction / Welcome Session reminder	A Cross-Cultural Anecdote by students / The concept of "Culture"
A Cross-Cultural Anecdote by students Syllabus / The concept of "Culture"	A Cross-Cultural Anecdote by students Individualism vs Collectivism
Reading: "The would-be pioneer" Individualism vs Collectivism	Individualism vs Collectivism
Reading: "Dealing with cultural differences" The vision of Time	Individual Presentations:The vision of Time
Individual Presentations The vision of Time	Individual Presentations Uncertainty Avoidance
Individual Presentations Uncertainty Avoidance	Individual Presentations Power Distance
Individual Presentations Power Distance	Individual Presentations Power Distance
Individual Presentations Masculine / Feminine	Guest Speaker: Guest Speaker: CHINA
"Cultural Metaphor" Group Presentation Masculine / Feminine	"Cultural Metaphor" Group Presentation Reading: "The Codifiers-In-Chief" Universalism vs Particularism
"Cultural Metaphor" Group Presentation Universalism vs Particularism	"Cultural Metaphor" Group Presentation Universalism vs Particularism + Trust
"Cultural Metaphor" Group Presentation Specific vs Diffuse involvement	"Cultural Metaphor" Group Presentation Specific vs Diffuse involvement
"Cultural Metaphor" Group Presentation Emotions	"Cultural Metaphor" Group Presentation Emotions
"Group Project" Presentations A review activity to prepare for the final exam	"Group Project" Presentations A review activity to prepare for the final exam

TEACHING METHODOLOGY

Classes will be conducted in seminar format promoting student participation.   The aim is to cover the subjects described in the "Contents" section both from a practical and theoretical perspective, so the course divides into theoretical lectures and tutorials.   The tutorials represent a practical application, via case-studies and exercises, of the knowledge acquired during the lectures.   The students will also have to make some presentations in class.
Given that a major objective of this course is to be able to adapt to people from other cultures, students will work individually in class at the end of each chapter on their own cultural orientation, the way they are seen by others and what they can do to bridge the cultural gap. The result will be a paper ("My Personal Orientation") to be delivered at the end of the course.

ASSESSMENT CRITERIA

Attendance /Participation / Attitude: 15%
Individual Presentation: 5%
Group Presentation: 10%
Group Project: 15%
Final paper: 15%
Final exam: 40%

BIBLIOGRAPHY

Required reading:
Green, S. *"The Would-Be Pioneer"* , Harvard Business Review, April 2011. Pages 124-126.

Ghemawat , P. *"The Cosmopolitan Corporation"* , Harvard Business Review, May 2011. Pages 92-99.

Hampden-Turner*, C. &* Trompenaars*, A.* (1993) *The 7 Cultures of Capitalism*, Doubleday Business

"Competing Across Borders" The Economist Intelligence Unit 2012.
http://www.economistinsights.com/sites/default/files/downloads/Competing%20across%20 borders.pdf

Recommended reading:

Hofstede, G. & Hofstede , G. J. (2005) *Cultures and Organizations – Software of the mind,* 2nd edition. McGraw Hill

Trompenaars, A. (1997) *Riding the Waves of Culture: Understanding Diversity in Global Business,* 2nd Edition, McGraw-Hill.

Gannon, M.J. & Pillai, R.K. (2012) *Understanding Global Cultures: Metaphorical Journeys through 31 Nations, Clusters of Nations, and Diversity,* 5th Edition, SAGE Publications.

Wattley-Ames, H (1999) *Spain is different* , Intercultural Press
Walker, D.; Walker, T; Walker, D.M. (2002) *Doing Business Internationally: The Guide to*

Cross-Cultural Success, 2nd Edition, McGraw-Hill.
Hall, E.T. (1990) *The Hidden Dimension,* Anchor.