

## **Study Abroad Business & Management Programme INTERCULTURAL COMMUNICATION AND MANAGEMENT**

**Course contact hours:** 45

**Recommended credits:** 6 ECTS – 3 US credits

### **Objectives**

In our totally globalized and interconnected world, a professional from the US can work for a German company, report to an Indian boss, deal with clients from Latin America and lead a multi-cultural team spread around the world. Professionals must be ready to work with and embrace this tremendous cultural complexity.

Companies also face this “intercultural challenge” so it is essential that they nurture people who possess intercultural competence and can work effectively in an environment with different cultural settings. To succeed, companies need to ensure their knowledge-sharing behaviour considers factors such as differences in language and culture in their international operations. The acquisition of a new company, the creation of a subsidiary in a foreign country or the hiring of a senior executive are examples of situations where good knowledge and management of intercultural issues can play a decisive role and be the difference between success and failure.

This course explores the many aspects of the term multiculturalism and raises awareness of the importance of the “intercultural” impact on the way of doing business globally. This course also aims to make explicit the implicit cultural assumptions that we all carry and to develop the cross-cultural competence, knowledge, motivation, and behavioural skills that enable professionals to work effectively in the global business context.

### **Learning outcomes**

1. Understand the impact of cultures in the business context.
2. Be able to recognize and understand the most significant cultural differences between regions and groups.
3. Know the main characteristics weaknesses of different cultural orientations.
4. Demonstrate a high degree of cultural intelligence and use intercultural communication skills applicable to the real world of business.
5. Correctly interpret the behaviour, attitudes and communication styles of people from different cultures.
6. Be able to work with a high degree of effectiveness in culturally diverse groups.
7. Develop leadership skills to manage diverse teams.

## Programme

<b>Week 1</b>	Defining Cross Cultural Management
<b>Week 2</b>	Dimensions of Culture
<b>Week 3</b>	Communicating Across Cultures
<b>Week 4</b>	Culture and Marketing
<b>Week 5</b>	Negotiation Across Cultures
<b>Week 6</b>	Midterm exam
<b>Week 7</b>	Motivation and Leadership Across Cultures
<b>Week 8</b>	Cultural Dimensions of Human Resources Management
<b>Week 9</b>	Managing Global Teams
<b>Week 10</b>	Conflict Resolution, Culture and Communication
<b>Week 11</b>	Technology, Social Media and Intercultural Communication
<b>Week 12</b>	Final project presentations
<b>Week 13</b>	Final project presentations
<b>Week 14</b>	Final exam

## Approach

This course combines a theory and educational techniques and technologies with the knowledge and skills of professors, experts and students in a unique multicultural context. The programme includes lectures, discussions, field trips, practical awareness-raising activities, self-reflection and group projects. Participation is valued through collaboration, presentations and activities in which students work together in multicultural teams to research and present real case studies of international companies and to present a final project.

## Assessment

Cases Studies:	30%
Midterm/Final exam:	40%
Final project:	10%
Class participation:	20%

## **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.

Lane, H., et al (2009). *International Management Behavior: Leading with a Global Mindset*. 6th ed.

Matherly, C. (n.d.) Effective marketing of international experiences to employers.

Available online at

[http://www.aifsabroad.com/advisors/pdf/Impact\\_of\\_Education\\_Abroadl.pdf](http://www.aifsabroad.com/advisors/pdf/Impact_of_Education_Abroadl.pdf) (pages 9-10)

Schaetti, B.F., Ramsey, S.J. et G.G. Watanabe (2009). From Intercultural Knowledge to Intercultural Competence. In Moodian, M.A., *Contemporary leadership and intercultural competence: Understanding and utilizing cultural diversity to build successful organizations*. Thousand Oaks, CA: Sage Publications.

Shobhana, M (2016). *Cross-cultural Management – Concepts and Cases*. Oxford University Press. 2nd ed.

Thomas, D. And Inkson, K. (2009). *Cultural Intelligence: Living and Working Globally*. Berrett-Koehler Publishers. 2nd ed.

“*Competing Across Borders*” The Economist Intelligence Unit 2012.

<http://www.economistinsights.com/sites/default/files/downloads/Competing%20across%20borders.pdf>