Intercultural Managment (EM054M2VA1A1)

Program	PGE
Course set (UE) / Credits (ECTS) / Track / Specialization	**Module :Intercultural Managment : 5 ECTS.** • Visitants
Discipline	Law
Year	2017
Semester	A
Open for visitors	yes (**5** ECTS)
Available spots	45

Coordinator

José Luis VALLEJO GARCIA

Lecturers

Instructor	Population	Email
José Luis VALLEJO GARCIA	Population	jose.vallejo@em-strasbourg.eu

Course format

Working language :	English
Volume of contact hours :	27 h
Workload to be expected by the student :	108 h

Course track

Track : Attendance

> Attendance track :
> Attendance at lectures/tutorials and intermediate/final assessments is mandatory. As in-class work constitutes an essential element of evaluation, any unjustified absence will be penalized (*see Study and Examination Regulations*) and factored into the final grade (*see Assessment*).
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> Autonomous track :
> Attendance at intermediate/final assessments is mandatory, but students have the option of attending lectures/tutorials.
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> Attendance at lectures/tutorials and intermediate/final assessments is mandatory for all degrees making up the Master's Program and all degrees involving co-op (*apprentissage*). Attendance track must therefore be selected.

Contribution of the course to the educational objectives of the program

How the course contributes 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 analyze business organizations and problems in a multicultural and international environment

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 as well as aspects related to international organizational behaviour, human resource management, leadership, workforce and diversity, communication, decision-making and conflict resolution. Various trends in these areas as well as a number of challenges for managers of international firms 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.

Educational organisation

In class

Lectures

Conferences

Presentations

In groups

Exercises

Projects

Case studies/texts

Oral presentations

Interaction

Games (educational, role play, simulation)

Role play

Discussions / debates

Accounts

Workshops

Assignments

Indiviudual projects (online assignments, video,)

Specific projects / case studies

Readings

Text study

Learning outcomes

Upon completion of this course, students should be able to: :

- **Recognize** international teams – beyond cultural differences
- **Explain** working in international teams
- **Demonstrate** leading international teams: a new discipline?
- **Analyze** team effectiveness in multinational organizations
- **Develop** designing and forming global teams
- **Evaluate** challenges of international management teams

Outline

SESSION 1
Course Introduction. The importance of Intercultural Management. Project teams set up, topics and guidelines. The Challenging Role of the Global Manager.

SESSION 2
Perspectives and impact of culture / selection of groups and assignment distribution. Culture and its Influence. Managing International Teams. Describing Culture from a theoretical perspective. Characteristics of Culture, National Systems and Culture, Essential Terminology, Global and Interculturaly Competent Leaders, Cultural Understanding, Cross-Cultural Learning, What is Global Leadership, Analysis of Global Organizations. The Integrative Model of Human Behaviour and The Seven Levels of Analysis of National Systems.

SESSION 3
Organizational cultures and teams. Comparing cultures. Systematically describing cultural differences. Comparing Cultures and Analysing Cultural Differences. // The Role of Geography. Cultural Differences and Global Communication, Cultural Factors in Communication, Types of Communication, Low/High Context versus Direct/Indirect, Variables in the Communication Process, Body Language, The use of Technology in Intercultural Communication.

SESSION 4
On-line activity. The influence of culture and diversity on management. Creating value with diversity in global management. Organizational Dynamics. Fundamentals of Intercultural Competence and Interaction. // Cultural as a System. Negotiations and Conflict Resolution, Negotiation Strategies Across Cultures, Cultural Assumptions in Negotiatings, Conceptualizing International Business Negotiations.

SESSION 5
Culture A to Z. Mutual Adjustment processes in international teams. International Studies in Management and Organization. The Manager as Decison-Maker. // Technology. Culture and The Use of Space, Leadership, Knowledge and Culture, The Importance of intercultural communication in Changing Organizational Culture, Managing the Culture Knowledge.

SESSION 6

Intercultural competence - Theory and practice. Does intercultural competence matter in intercultural business relationship development? The Manager as Negotiator: The Challenge of Communicating Across Cultures. // Economy. Global Study of Management, Challenges in the Environment of International Management, Strategic Collaboration and Mergers' Readiness for Change.

SESSION 7

Conference on Latin America -Leadership styles. International free trade agreements in the region. The case of Mexico. The Challenge of Managing Multicultural Workforce. // Education System. Women as International Managers, Cultural Stereotypes, Expatriation and International Assignments.

SESSION 8

Cultural intelligence - The key to international management. Cultural Competence and Organizational Identification in International Joint Ventures. The Challenge of International Organizations: Culture and Structure. // Political System. What is Cultural Diversity, Globalization Stream and Diversity.

SESSION 9

Globalization and Intercultural Management. The Challenge of International Assignments and the Future. // Challenges. Global Human Reasource Performance, Ethical and Unethical Behaviors in the Global Work Enviromnet, Culture, Management, and the Transfer of Technology. Final presentations.

Prerequisites

Key concepts to understand :

A strong interest for intercultural communication and diversity

Knowledge of :

Appropriate English level and basic knowledge of management

Teaching material

Documents in all formats
- Syllabus
- Transparencies in paper format
- Worksheets
- Guide
- Newspaper articles
- Manuals
- Books
- Case studies

Software
- Office Pack (Word, Excel, PowerPoint, Access)
- MS EXCEL
- MS POWERPOINT

Additional electronic platforms
- Videos
- Other

Recommended reading

Major works :

Adler, N. J. (2002). Multicultural Teams. International Dimensions of Organizational Behavior. South Western-Thomson Learning. Canada, pp. 133-163.

Moran R. T., Abramson, N. R. and Moran S. V. (2014). Managing Cultural Differences. Routledge; 9 edition.

Thomas, D. C. (2008). Cross-Cultural Management: Essential Concepts. SAGE Publications, Inc; 2nd edition.

Vallejo García J. L. (2015). Intercultural Competence: A Conducive Factor of Managers' Readiness for Organizational Change. Verlag Dr. Kovac.

Further reading :

Distefano, J. J. and Maznevsky, M. (2000). Creating value with diverse teams in global management. Organizational Dynamics. Vol. 29, No. 1. pp. 45-63.

Phillips, N. (1993). Creating teams / managing teams / dealing with disruption. Managing International Teams. Financial Times. Pitman Publishing. London.

Uber Grosse, C. (2002). Managing communication within virtual intercultural teams. Business Communication Quarterly. Vol. 65, No. 4 (December). pp. 22-38.

Research works by EM Strasbourg :

Assessment

Intermediate evaluation / continuous assessment 1 :
 oral (20 min) / in group / English / weighting : 15%
 additional information : 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. Especific topics will be distributed by the professor.
 This evaluation serves to measure LO2.1, LO2.2, LO2.3, LO4.1

Intermediate evaluation / continuous assessment 2 : session n°6
 written / individual / English / weighting : 15%
 additional information : students will have to write an essay of 1,700 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 serves to measure LO1.1, LO1.2, LO1.3, LO3.1

Final assessment : exam week
 written (60 min) / individual / English / weighting : 70%
 additional information : 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 serves to measure LO1.2, LO1.3, LO3.1, LO4.2

Grounds for expulsion from classes

Behaviors such as

arriving late, leaving early, or exiting the classroom at inopportune moments during class

ostentatiously eating or drinking in class

using smartphones or laptops for non-class-related purposes

reading texts unrelated to the course

discussing topics unrelated to the course

disrespecting the lecturer

may lead to expulsion from the class/course.