

CROSS-CULTURAL MANAGEMENT

Course coordinator : **Zsuzsa DELI-GRAY**

Course Information

Total of course hours : **27,00** – ECTS credits : **4,00**

Teaching language : **English**

GENERAL INFORMATION ABOUT THE COURSE:

Special competence needed to sign up for the course (if any): None

Prerequisites (if any): None

Volume of personal work (hour/week) of students (how much time will the students need to learn the concepts, to do the homeworks and home assignments, etc. outside of classes): It is anticipated that the students should spend approximately 3 hours per week outside the classroom environment.

Description of personal work student have to do during the semester (what type of personal work, e.g. individual homework, individual readings, individual information search, etc.): Students on an individual level are primarily expected to demonstrate their progress by coming prepared and well informed to class sessions enabling them to be assessed on in-class tasks and participation. In addition to mere attendance, individual students are expected to show their involvement by being active in class discussion sessions, showing understanding and knowledge of pertinent concepts and topics. Furthermore, students are to be evaluated individually on 'synthesis' – the ability to contextualize and apply learned knowledge in new and relevant ways

Homeworks (during the whole semester what type and how many homeworks do the students have to do, will they be individual or group based works): All formal homework is to be group-based, and centred around the dual assignments forming 3/11 of the overall course grade. These are: Assignment 1 – Cultural Overview. Select one culture that is not represented in your group. Prepare a presentation explaining cultural differences, idiosyncracies and traits of the selected culture. Assignment 2 – Applied Cultural Analysis. Prepare and present a marketing plan or publicity campaign for a product or service that your group believes appropriate for your selected culture.

OVERALL DESCRIPTION

If one examines the variety of information, ideas, capital, media, cultural artifacts and indeed people of today, it can be seen that the boundaries, behaviours and borders that have historically separated one nation or social group from another are becoming increasingly permeable. This course is designed to help in comprehending the challenges of living, studying and working in a world in which students may be increasingly asked to interact with people who may differ from them in fundamental ways. Its primary objective is to help candidates become more adept at dealing with intercultural differences, and to provide the knowledge and skills that will help successful interaction with people and organizations from differing cultures

LEARNING GOALS & LEARNING OBJECTIVES

2 Intellectual capacities

2.2 Coordinate knowledge from different fields and synthesize complex data.

3 Interpersonal, teamwork and communication skills

3.2 Present results, debate and convince through the use of language appropriate to written and oral business communication.

4 Ethics and cultural as well as international awareness

4.3 Develop and apply cross-cultural skills in international and multicultural contexts.

ORGANIZATION

1. 1 session

Session 1 : Concepts and definitions of culture

Heroes, symbols and rituals. Iceberg and Onion metaphors for culture. Primary Socialization.

Readings and homework

Students will be given reading assignments on an ongoing basis in place of formal set texts. These assignments are discrete and unitary in nature and require the students to determine the pertinence and relevance of studied material in relation to the concepts and theories elaborated in class sessions.

2. 2 session

Session 1 : Individual vs group culture

Social groups and categories. Societies and universal values. Components of inter-cultural communication. Ethnocentricity vs Ethnorelativity. Staircase model of communication.

Readings and homework

Students will be given reading assignments on an ongoing basis in place of formal set texts. These assignments are discrete and unitary in nature and require the students to determine the pertinence and relevance of studied material in relation to the concepts and theories elaborated in class sessions.

3. 3 session

Session 1 : Critical thinking 1

Processing of signals and communications received. Fallacy detection, identification and categorization.

Readings and homework

Students will be given reading assignments on an ongoing basis in place of formal set texts. These assignments are discrete and unitary in nature and require the students to determine the pertinence and relevance of studied material in relation to the concepts and theories elaborated in class sessions.

4. 4 session

Session 1 : Critical thinking 2

Argumentation logic and mapping for culturally neutral and fallacy-free communication.

Readings and homework

Students will be given reading assignments on an ongoing basis in place of formal set texts. These assignments are discrete and unitary in nature and require the students to determine the pertinence and relevance of studied material in relation to the concepts and theories elaborated in class sessions.

5. 5 session

Session 1 : Culture and language

High vs low context communication. Non-verbal communication: proxemics, haptics, chronemics, kinesics, artifacts, vocalics and Environment.

Readings and homework

Students will be given reading assignments on an ongoing basis in place of formal set texts. These assignments are discrete and unitary in nature and require the students to determine the pertinence and relevance of studied material in relation to the concepts and theories elaborated in class sessions.

6. 6 session

Session 1 : Cultural dimensions – a global view

Hofstede’s PDI, IDV, MAS, UA, LTO, IND research.

Readings and homework

Students will be given reading assignments on an ongoing basis in place of formal set texts. These assignments are discrete and unitary in nature and require the students to determine the pertinence and relevance of studied material in relation to the concepts and theories elaborated in class sessions.

7. 7 session

Session 1 : Specific case studies

Cultural dimensional assessment from an HR perspective. Site/company visit.

Readings and homework

Students will be given reading assignments on an ongoing basis in place of formal set texts. These assignments are discrete and unitary in nature and require the students to determine the pertinence and relevance of studied material in relation to the concepts and theories elaborated in class sessions.

8. 8 session

Session 1 : Presentation progress review and workshop. Interim Exam

Readings and homework

Students will be given reading assignments on an ongoing basis in place of formal set texts. These assignments are discrete and unitary in nature and require the students to determine the pertinence and relevance of studied material in relation to the concepts and theories elaborated in class sessions.

9. 9 session

Session 1 : Organizational Culture 1

Functions (and dysfunctions) of organizational culture. National vs organizational culture. ‘Multifocus’ model of corporate culture. Apple case study.

Readings and homework

Students will be given reading assignments on an ongoing basis in place of formal set texts. These assignments are discrete and unitary in nature and require the students to determine the pertinence and relevance of studied material in relation to the concepts and theories elaborated in class sessions.

10. 10 session

Session 1 : Organizational Culture 2

Cultural dimensions and typology of differing organizational cultures. Characteristics of (inter)national aspiration and expansion, Families, Eiffel Tower, Guided Missiles and Incubators (Trompenaars). ‘Building’ a corporate culture (HBR)

Readings and homework

Students will be given reading assignments on an ongoing basis in place of formal set texts. These assignments are discrete and unitary in nature and require the students to determine the pertinence and relevance of studied material in relation to the concepts and theories elaborated in class sessions.

11. 11 session

Session 1 : Organizational Culture 3

Corporate artifacts. Narratives, ceremonies and symbols. Industry examples of cultural 'shows' (Ogilvy, Google, Coca Cola, Walgreens, Axel Springer, PwC, Toyota).

Readings and homework

Students will be given reading assignments on an ongoing basis in place of formal set texts. These assignments are discrete and unitary in nature and require the students to determine the pertinence and relevance of studied material in relation to the concepts and theories elaborated in class sessions.

12. 12 session

Session 1 : Diversity vs multicultural

Confirmation bias. Multicultural group formation and performance. Sector specific (marketing) review of 'cultural clusters'. Interim Exam Review.

Readings and homework

Students will be given reading assignments on an ongoing basis in place of formal set texts. These assignments are discrete and unitary in nature and require the students to determine the pertinence and relevance of studied material in relation to the concepts and theories elaborated in class sessions.

13. 13 session

Session 1 : Revision, group presentation seminar/workshop

Group exercises (Barngra, BafaBafa, LAS)

Readings and homework

Students will be given reading assignments on an ongoing basis in place of formal set texts. These assignments are discrete and unitary in nature and require the students to determine the pertinence and relevance of studied material in relation to the concepts and theories elaborated in class sessions.

14. 14 session

Session 1 : Group Presentations and discussion

Readings and homework

Students will be given reading assignments on an ongoing basis in place of formal set texts. These assignments are discrete and unitary in nature and require the students to determine the pertinence and relevance of studied material in relation to the concepts and theories elaborated in class sessions.

ASSESSMENT

	% of final grade	Assessment type	%	Duration (hours)
Examen Final (EF)	60	Written exams Individual Oral exams Group	50 50	2,00
Examen Intermédiaire (EI)				
Contrôle Continu (CC)	20	Project Group	100	

BIBLIOGRAPHY

- Deresky, H. (2011). International Management: Managing Across Borders and Cultures 7th edition. Prentice Hall.
- Mead, R & Andrews, T.G. (2009). International Management. Wiley-Blackwell
- Hall, E.T. (1997) Beyond Culture Anchor Books edition. Anchor Books or Missana. S. (2010) In the Grip of Culture: Edward T. Hall
- Lustig M.W. and Koester, J. (2010) Intercultural Competence: Interpersonal Communication Across Cultures 6th Edition. Pearson

