Intercultural Management and Leadership (EM054M2AA1)

<table>
<thead>
<tr>
<th>Program</th>
<th>PGE</th>
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<tbody>
<tr>
<td>Course set (UE) / Credits (ECTS) / Track / Specialization</td>
<td>Module: Intercultural management and Leadership: 3 ECTS.</td>
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<tr>
<td>Discipline</td>
<td>Human Resources</td>
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<tr>
<td>Year</td>
<td>2016</td>
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<tr>
<td>Semester</td>
<td>A</td>
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<tr>
<td>Open for visitors</td>
<td>yes (3 ECTS)</td>
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<tr>
<td>Available spots</td>
<td>60</td>
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Coordinator

José Luis VALLEJO GARCIA

Lecturers

<table>
<thead>
<tr>
<th>Instructor</th>
<th>Population</th>
<th>Email</th>
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<tbody>
<tr>
<td>José Luis VALLEJO GARCIA</td>
<td>Population</td>
<td><a href="mailto:jose.vallejo@em-strasbourg.eu">jose.vallejo@em-strasbourg.eu</a></td>
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Course format

Working language: English

Volume of contact hours: 20 h

Workload to be expected by the student: 60 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).

Autonomous track:
Attendance at intermediate/final assessments is mandatory, but students have the option of attending lectures/tutorials.

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 demonstrate written and oral competency in two foreign languages.
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 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.

**Educational organisation**

In class
- Lectures
- Presentations

In groups
- Exercises
- Case studies/texts
- Oral presentations

Interaction
- Role play
- Discussions / debates

Assignments
- Individual projects (online assignments, video,)

**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**

**SESSION 2**

**SESSION 3**

**SESSION 4**

**SESSION 5**

**SESSION 6**

**SESSION 7**

**SESSION 8**

SESSION 9

SESSION 10
Course wrap-up. Team motivation. Video analysis - Shackleton’s Antarctic Adventure. Reflection paper.

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
- Transparencies in paper format
- Case studies

Software
- MS POWERPOINT

Additional electronic platforms
- Videos

Recommended reading

Major works:

Further reading:

Research works by EM Strasbourg:

Assessment

Intermediate evaluation / continuous assessment 1:
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.

Intermediate evaluation / continuous assessment 2:
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.

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. 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.

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.