

# Intercultural Management and Leadership (EM054M2AA1)

Program	PGE
Module / ECTS / Path / Specialisation	<b>Module :Interculture management and Leadership : 3 ECTS.</b> <ul style="list-style-type: none"><li>• MGA</li></ul>
Discipline	Human Resources
Year	2019
Semester	A
Open for visitors	yes (3 ECTS)
Available places	100

## 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 :	20 h
Workload to be expected by the student :	60 h

## Course track

Track : Attendance

### "Attendance" track :

Attendance at lecture / tutorial classes and intermediate / final exams is mandatory. As evaluation of in class work constitutes an essential element of grading, any absence will be penalized and is taken into account for grading purposes (see academic rules and regulations).

### "Autonomous" track :

Attendance at intermediate / final exams is mandatory, but students are free to attend lecture / tutorial classes.

For all Master programs and all other programs realized in the form of dual internships (apprentissage), attendance at lecture / tutorial classes and intermediate / final exams is entirely mandatory. Therefore, only the "Attendance" track can be selected.

# Contribution of the course to the educational objectives of the programme

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How the course contributes to the programme :

## Description

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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

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In class

**Lectures**

**Presentations**

In groups

**Exercises**

**Case studies/texts**

**Oral presentations**

Interaction

**Role play**

**Discussions / debates**

Assignments

**Individual projects (online assignments, video,)**

**Readings**

## Learning outcomes

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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

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## SESSION 1

Course Introduction. The importance of International Teams. Organization of groups and guidelines. Introduction: The Challenging Role of the Global Manager. The importance of Intercultural Management and Leadership.

## 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 Intercultural 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

The influence of culture and diversity on intercultural teams. Creating value with diverse teams 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 Negotiations, Conceptualizing International Business Negotiations.

## SESSION 5

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

## SESSION 6

Multicultural teams - Part I - 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

Multicultural teams - Part II - In-class case study. Leadership styles. Managing International Teams. The Challenge of Managing Multicultural Workforce in International Teams. // Education System. Women as International Managers, Cultural Stereotypes About Women's Leadership, Expatriation and International Assignments, The Women in World Leading Positions.

## SESSION 8

Cultural competence - The key to international team management. Multicultural Leadership Teams 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

Global leadership and international teams. Building Effective International Joint Venture Leadership Teams in China. The Challenge of International Assignments and the Future. // Challenges. Global Human Resource Performance, Ethical and Unethical Behaviors in the Global Work Environment, Culture, Management, and the Transfer of Technology.

## SESSION 10

Course wrap-up. Team motivation. Video analysis - Shackleton's Antarctic Adventure. Reflection paper.

## Prerequisites

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### **Key concepts to understand :**

A strong interest for intercultural communication and diversity

### **Knowledge of :**

## Teaching material

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### Documents in all formats

- Transparencies in paper format
- Worksheets
- Guide
- Case studies

### Software

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

### Additional electronic platforms

- Videos

## Recommended reading

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### Major works :

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

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

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### Intermediate evaluation / continuous assessment 1 :

oral (20 min) / in group / Français / 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 / Français / 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 / Français / 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

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Such behaviors as...

**arriving late, leaving early or unannounced leaving of the classroom during class time**

**disruptive eating or drinking in class**

**using smartphones and laptops for non class-related purposes**

**reading non class-related documents**

**chatting on non class-related issues**

**showing disrespect towards lecturers**

... may lead to expulsion from classes.