

**Information** : Ce plan de cours est celui du cours [EM054M2VA1](#).

## Intercultural Management - gr.2 (EM054M2VA2)

Program	PGE
Module / ECTS / Path / Specialisation	<b>Module :Intercultural Management : 5 ECTS.</b> <ul style="list-style-type: none"><li>• Visitants</li></ul>
Discipline	Human Resources
Year	2019
Semester	A
Open for visitors	yes (5 ECTS)
Available places	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 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 is designed to raising awareness of cultural differences and to enhance intercultural sensitivity. The main goal of this course is to provide students with the knowledge and concepts necessary for solving practical problems when managing people from different nationalities, by describing, analysing and discussing real examples that illustrate such concepts.

### Educational organisation

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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

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

**Specific projects / case studies**

**Readings**

**Text study**

### 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

- Globalization and Culture
- Introduction to Intercultural Communication

### SESSION 2

- Negotiating Across Cultures
- Conflict Across Cultures

### SESSION 3

- Cultural Complexity
- Psychology of Culture

### SESSION 4

- Cultural Intelligence
- Intercultural Competence

### SESSION 5

- Management of Multicultural Teams
- Organizational Culture

### SESSION 6

- Understanding Diversity
- Religion and Spirituality in the Workplace

### SESSION 7

- Ethics and Culture
- Culture and Corporate Social Responsibility

## Prerequisites

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

Culture and its Characteristics, Cultural Understanding and Sensitivity, Global Communication, Variables in the Communication Process, Conflict Resolution and Negotiations, Changing Organizational Culture, Defining Cultural Diversity, Ethical Behavior in the Global Workplace.

### **Knowledge of :**

Students must have basic knowledge on management and international business.

## Teaching material

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### 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

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### 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

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### 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**

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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.