

Intercultural management - Intensive course (EM054M2VA3)

Program	PGE
Course set (UE) / Credits (ECTS) / Track / Specialization	Module :Intercultural Management : 5 ECTS. <ul style="list-style-type: none">• Visitants
Discipline	Management
Year	2020
Semester	A
Open for visitors	yes (5 ECTS)
Available spots	25

Coordinator

Veselina STOYANOVA

Lecturers

Instructor	Population	Email
Veselina STOYANOVA	Population	

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*).

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 :

Description

This course aims to develop the awareness, skills and knowledge required by managers seeking to work abroad as international executives. In particular the class imbues students with an awareness, knowledge and understanding of the importance of the often overlooked 'soft skills' of management, particularly as concerns cross-cultural variations and their impact on cross-border management. It will examine the main concepts currently employed to understand the complexity presented to managers in their process of managing people across national and cultural borders, addressing the issues of the impact of culture on management structures and processes. It will then provide understanding of the role which cross-cultural management can play in achieving competitive advantage in international business. There is growing evidence that many international firms face considerable difficulties in implementing the strategies they have determined. A strong focus of this class is therefore towards increasing the understanding of the role of international management in the implementation of international strategies.

Educational organisation

In class

Lectures

Tutorials

In groups

Exercises

Projects

Case studies/texts

Oral presentations

Interaction

Games (educational, role play, simulation)

Discussions / debates

Learning outcomes

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

- **Recognize** different conceptual notions of culture
- **Discuss** the main theories of international management
- **Relate** The impact of culture on management, organizational structure, strategy (inc. Functional strategy), systems and processes
- **Synthesize** business concepts to analyse real international management and cross cultural problems
- **Assess** complex information, using judgment and to prioritise to separate the important from less important

Outline

The class will comprise 27 student contact hours, including a combination of lectures (10x2 hours) and workshops.

Course Outline

1. Introduction and the meaning of culture
2. Theoretical approaches to culture
3. Culture and communication
4. Culture and strategy
5. Culture and negotiation
6. Culture, and organisation
7. Culture and human resource management
8. The 'cross-cultural' manager
9. The 'multicultural' team
10. The 'international' organization

Subject Specific Knowledge and Skills

- The different conceptual notions of culture
- The impact of culture on management, organizational structure, strategy (inc. Functional strategy), systems and processes
- The main theories of international management
- The links between international strategy formulation and implementation and a deeper awareness of the complexities and importance of implementation

2. Cognitive Abilities and Non-Subject Specific Skills

On completion of this class students will be able to:

- Apply conceptual ideas to practical situations
- Employ business concepts to analyse real international management problems
- Manage complex information, using judgment and argument, and to prioritise to separate the important from the less important
- Demonstrate skills of synthesise and argument
- Demonstrate presentation, essay writing and critique skills.

Prerequisites

Key concepts to understand :

Knowledge of :

none

Teaching material

Documents in all formats

- Case studies

Recommended reading

Major works :

Schneider, S, Barsoux, J.L. and Stahl, G.K. (2014) (3rd edition), *Managing Across Cultures*, London: Financial Times/ Prentice Hall.
Mead, R. and Andrews, T. (2009) *International Management* (4th edition), Oxford: Blackwell

Further reading :

Deresky, H. (2011). *International Management: Managing across Borders and Cultures*. (7th Edition) Upper Saddle River, NJ: Prentice Hall.
Johnny K. Johansson (2005) (3rd Edition), *Global Marketing: Foreign Entry, Local Marketing and Global Management*
Schneider, S and Barsoux, J.L. (2003) (2nd edition), *Managing Across Cultures*, London : Financial Times/ Prentice Hall
Scullion, H and Linehan, M (2005) *International Human Resource Management : A Critical Text*, London: Palgrave Macmillan

Journals are also a vital source of research. The following is a small selection of journals where

articles will be found in support of topics covered during class. Students are encouraged to browse these titles at random selecting any articles or relevance- Journal of International Business Studies, Journal of World Business, Management International Review Strategic Management Journal, Thunderbird International Business Review

Research works by EM Strasbourg :

Assessment

Intermediate evaluation / continuous assessment 1 : last session

written + oral (20 min) / in group / English / weighting : 40%

additional information : The group presentation will relate to a secondary data piece of work to be undertaken to examine to what extent national culture plays a role in the understanding of the similarities and differences of companies' management practices transnationally. Details on the group presentation assessment requirements will be provided in the first tutorial and students will be allocated into small teams for this task.
Length - 15 minutes +5 minutes for Q&A

Final assessment : last session

written / individual / English / weighting : 60%

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.