

Cross-Cultural Management Summer Semester

Lecturer

Prof. Svea Schaffler (Lecture) Alisa Kastle-Henke (Workshop)

Intended Learning Outcomes

Students should attain knowledge of basic theories of intercultural communication and intercultural learning processes, in applying the method of critical incidents to develop conflict-solving strategies in international teams after attending this course. Students will also gain knowledge in applying the lessons from cultural dimensions in the context of intercultural challenges of teamwork.

Students should be able to gain practical knowledge of culture managing conflicts between cultures by participating in the workshops. Students should be able to recognize cultural problems and identify the underlying concepts behind behaviors of people from different backgrounds. Students also gain experiential knowledge about the effects of understanding conflicts and values from a variety of perspectives. This ability to see issues from alternative perspectives helps in processes of change management and intercultural management.

Content

The course will start with a background into culture, intercultural learning processes and exercises on perception and perspective. Each student is required to attend a full day small group workshop to practice various elements of cross-cultural management and become more familiar with cultural dimensions. In the lecture, the cultural dimensions will be dealt with in more depth and there will be a focus on further theoretical aspects related to cross-cultural communication. The final weeks of the class will be used to see if students are able to be managers themselves and solve conflicts using the critical incident method and implementing a variety of conflict solving methods.

Topics covered:

- Definitions for culture
- Intercultural learning processes
- Perception and perspective
- Cultural dimensions
- Challenges of change management
- Critical incident method and conflict solving strategies in teams

Teaching & Learning methods

- Interactive lecture
- Workshop and teamwork
- Case studies

Media

- Presentation materials
- Presentation software, e.g. PowerPoint

Relationship to other courses

This course interfaces well with Human Resource and Organization Management, Multinational Business Finance and Investment and Macroeconomics (VWL II). Cross-Cultural Management is focused on developing people skills for management, understanding cultural differences as well as cultural needs of international employees.

Additional information

- The course is divided into a lecture and a mandatory workshop focusing on experiential cultural issues and an in-depth case study.

Literature

- Fine, Debra. *The Fine Art of Small Talk: How To Start a Conversation, Keep It Going, Build Networking Skills -- and Leave a Positive Impression!* USA: Hachette Books 2005.
- Gibson, Robert. *Intercultural Business Communication*. Berlin: Cornelsen & Oxford, 2000.
- Hall, Edward T., and Mildred Reed. *Understanding Cultural Differences: Keys to Success in Germany, France and the United States*. Yarmouth: Intercultural Press, 1990.
- Hofstede, Geert. *Cultures and Organisations: Software of the Mind*. New York: McGraw-Hill, 2005.
- Hofstede, Geert. *Culture's Consequences: Comparing Values, Behaviours, Institutions and Organizations Across Nations*. 2nd ed. Thousand Oaks: Sage, 2001
- Trickey, David, and Nigel Ewington. *A World of Difference: Working Successfully Across Cultures*. Video – Self-Study Workbook – Teacher's Manual. London: Capita Learning, 2003.
- Trompenaars, Fons, and Charles Hampden-Turner. *Riding the Waves of Culture: Understanding Cultural Diversity in Business*. London: Brealey, 1997.

Organisation of the course

ECTS-Credits	SWS	Language
5	4	English
Kind of module	Turnus	Duration
Mandatory	Summer semester	1 semester
Intended semester study 2nd Year, 4th Semester		
Prerequisite for participation <ul style="list-style-type: none">• See §6 Study- and Examination Regulations		
Preparation / Reading <ul style="list-style-type: none">• Read the moodle documents or script• Study notes taken in class• Participate in the lecture		
Workload 5 ECTS-Credits x 30 hours = 150 hours combined out of:		
Attendance	Preparation / Homework / Self-study	Time for exercises and group work
60 hours	40 hours	30 hours
Semester project / Presentation	Exam preparation	Exam time
---	20 hours	120
Prerequisite for the exam <ul style="list-style-type: none">• Written Exam plus obligatory attendance in workshop		
Exam requirements <ul style="list-style-type: none">• Written Exam plus workshop	Weighting in examination Final grade: <ul style="list-style-type: none">• 100%	