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CREDITS

Bachelor Module Guide

Intercultural management (CM21)

Aims and Objectives of this module:

- Understand the various theoretical perspectives and practical approaches to dealing with culture, cultural difference, and cultural change within the framework of international business,
- Understand management practices in different cultural environments
- Identify some of the factors that influence how decisions are made in intercultural management contexts
- Describe and explain key models used for comparing cultures, critically assessing the practical value of these in the context of cross-cultural management decision-making
- Develop personal approaches to manage cultural challenges in an international business context
- Identify and analyse how disputes and conflicts arise, and how they might be resolved in cross-cultural management context
- Reach a decent level of understanding of culture and its uses to build more effective business relationships

Module Description

Module Name	Intercultural Management		
Module Code	CM21		
Period	Year 1	Phase 1	Block 1
Teacher	Teun Wolters		
Email Address	teun.wolters@wittenborg.eu		
Prerequisite	High School Diploma or final certificate, equivalent to the Netherlands HAVO Diploma		
Introduction	<p>Managing effectively across national and cultural boundaries is critical to the success of today's organizations, given the global environment of business and increasing diversity of workforces. A keen awareness and a high degree of cross-cultural competence in management are therefore key to the career success of both present and aspiring managers/professionals.</p> <p>This module explores the key themes and issues in one of the most challenging and fascinating areas of organizational life, and enables you to sharpen your insights and practical skills. It offers a selective but broad view of classic and contemporary thinking on cultural management and encourages you to apply theories and ideas to practice - and to relate them to your own experience - through various examples and cases from the business world, and a range of practical activities.</p>		
Goals	<ul style="list-style-type: none"> • Understand the various theoretical perspectives and practical approaches to dealing with culture, cultural difference, and cultural change within the framework of international business, • Understand management practices in different cultural environments • Identify some of the factors that influence how decisions are made in intercultural management contexts • Describe and explain key models used for comparing cultures, critically assessing the practical value of these in the context of cross-cultural management decision-making • Develop personal approaches to manage cultural challenges in an international business context • Identify and analyse how disputes and conflicts arise, and how they might be resolved in cross-cultural management context • Reach a decent level of understanding of culture and its uses to build more effective business relationships 		
Content	<p>Chapter 1: Determinants of Culture Chapter 2: Dimensions of Culture and Business Chapter 3: Traditional models of culture Chapter 4: Contemporary and developing models of culture Chapter 5: Cultural Dimensions and Dilemmas Chapter 6: Cultures and Styles of Management Chapter 7: Culture and Corporate Structures Chapter 8: Culture and Leadership Chapter 9: Culture and Strategy Chapter 10: Culture Changes in Organisations Chapter 11: Culture and Marketing Chapter 12: Culture Diversity in Organisations Chapter 13: Business Communication Across Cultures Chapter 14: Barriers to Intercultural Communication Chapter 15: Negotiating Internationally Chapter 16: Working with International teams~ Chapter 17: Conflicts and cultural differences Chapter 18: Developing Intercultural Relationships</p>		
Instruction /	24 Lesson hours		

Study Load	<p>12 Preparation Lesson Hours 11 Assignments / Homework hours 20 Exam and exam preparation hours 45 Literature (Depending on the length and difficulty of the book) hours</p> <p>The course uses 315 pages from the book(s) and journal articles where:</p> <ul style="list-style-type: none"> • 315 pages easy reading and understanding material – 45 hours <p>Criteria:</p> <ul style="list-style-type: none"> • Difficult reading and understanding material – 3 pages per hour • Average reading and understanding material – 5 pages per hour • Easy reading and understanding material – 7 pages per hour <p>Total 112 Hours</p>
IBA Final Qualification Mapping	<p>Mapped with numbers 8, 10 and 18.</p> <p>See the EEG for further reference.</p>
Teaching Language	English
Teaching Methods	<ul style="list-style-type: none"> - Classroom lecturing - Case study discussions - Feedback and presentation sessions - Video and film - Discussion sessions - Research Papers
Module / Lecture and seminar status	Compulsory
Testing and assessment	<p>Written Examination (1)</p> <p>See the EEG for further reference.</p>
European Credits	4
Required literature	Understanding Cross-Cultural Management, 2/E Marie-Joelle Browaeys, University of Nyenrode, Roger Price, University of Nyenrode, 2011, ISBN-10: 0273732951 ISBN-13: 9780273732952
Recommended literature	Intercultural Sensitivity From Denial to Intercultural Competence Auteur(s) Nunez C., Nunez Mahdi R., Popma L. 2009 ISBN 9789023245476
Notes	

Module Plan	
Module Name	Intercultural Management
Lesson 1	
Content	<p>1. Determinants of culture Concept 1.1 Facets of culture Concept 1.2 Levels of cultures</p> <p>2. Dimensions of culture in business Concept 2.1 National cultural dimensions in the business context Concept 2.2 Cultural dimensions according to GLOBE</p>
Aims	
Required Preparation	
Tasks (self-study / homework)	
Lesson 2	
Content	<p>3. Business cultures in the Western world Concept 3.1 European cultures Concept 3.2 American and Australian cultures</p> <p>4. Business cultures in Asia, Africa and Middle East Concept 4.1 Asian cultures Concept 4.2 African and Middle East cultures</p>
Aims	
Required Preparation	
Tasks (self-study / homework)	
Lesson 3	
Content	<p>5. Cultural dimensions and dilemmas Concept 5.1 Value orientations and dimensions Concept 5.2 Reconciling cultural dilemmas</p> <p>6. Culture and styles of management Concept 6.1 Management tasks and cultural values Concept 6.2 Other views on values</p>
Aims	
Required Preparation	
Tasks (self-study / homework)	
Lesson 4	

Content	7. Culture and corporate structures Concept 7.1 Organizational structures Concept 7.2 Corporate cultures 8. Culture and leadership Concept 8.1 Different conceptions of leadership Concept 8.2 Leadership in an international context
Aims	
Required Preparation	
Tasks (self-study / homework)	
Lesson 5	
Content	9. Culture and corporate strategy Concept 9.1 Cultural view of strategy Concept 9.2 Strategic alliances and business cultures 10. Cultural change in organizations Concept 10.1 Organizational change as a cultural process Concept 10.2 Organizational change in a global environment
Aims	
Required Preparation	
Tasks (self-study / homework)	
Lesson 6	
Content	11. Culture and international marketing management Concept 11.1 Marketing in a cross-cultural environment Concept 11.2 Marketing communication across cultures 12. Cultural diversity in organizations Concept 12.1 Managing diversity in a global environment Concept 12.2 Diversity and transcultural competence in organizations
Aims	
Required Preparation	
Tasks (self-study / homework)	
Lesson 7	
Content	13. Business communication across cultures Concept 13.1 Communicating in and between cultures 14. Barriers to intercultural communication Concept 14.1 Barriers in cross-cultural management communication 15. Negotiating internationally Concept 15.1 Approaches to negotiating in an international context
Aims	

Required Preparation	
Tasks (self-study / homework)	
<i>Lesson 8</i>	
Content	<p>16. Working with international teams Concept 16.1 Groups processes during international encounters</p> <p>17. Conflicts and cultural differences Concept 17.1 Understanding and dealing with conflicts</p> <p>18. Developing intercultural communicative competence Concept 18.1 Becoming a competent intercultural communicator</p>
Aims	
Required Preparation	
Tasks (self-study / homework)	

Module Evaluation Plan			
Module Name	Intercultural Management		
	Block	Type of Evaluation	% Weight of Final Module Mark
Evaluation 1	1	Written Examination	100%
Total mark required for pass 5.5			Total must equal 100%
<p><u>Short explanation</u> There is a short description of this in the Education Guide under Examinations and Evaluation leading to EC Credits.</p> <p>Content of the exam covers the topics that have been given in the module plan.</p> <p><u>Teacher explanation:</u></p>			
Final mark required for pass:5.5			
<p>Notes:</p> <p><i>Required Attendance of 75 % of the lecture. If students miss more than 1 lesson in a block of 4 weeks, they can be barred from taking the exam at the Exam week, and will be required to wait until the re-sit at the following block Exam week. After this, the next opportunity will be the following year.</i></p>			