CROSS-CULTURAL MANAGEMENT

Total length of the module: 45 hours
Length of each session: 1.5 h
Number of sessions: 30

INTRODUCTION TO THE COURSE

In an increasingly global world, managers must be able to handle diversity effectively. The aim of this module is therefore:

➢ To increase the awareness of the impact of national cultures on business.

➢ To provide the students with theoretical and practical tools in order to improve their productivity when working and doing business with people from other cultures.

➢ To make the students more aware of their personal orientations.

REQUIREMENTS

• Fluent in English

CONTENTS

Cultural Dimensions analysed in the course:

• Identity: individual o collective
  - Communication: sincere or diplomatic (meaning of “yes”)
  - Attitude towards conflicts
  - Decision making process

• Norms: rigid or flexible
  - The business contract
  - The price

• Task orientation (“specific”) o people orientation (“diffuse”)
  - Communication: “low context” o “high context”
  - Divide between work and private life
  - A “good” business presentation
  - Starting a negotiation
• **Initial trust**
  - High or low
  - Credibility

• Expression of **emotions** and its impact on credibility:
  - Communication: expressive or controlled
  - Interruptions: tolerated or avoided
  - Verbal and non verbal communication
  - Silence and humor

• **Vision of time:**
  - Priority to the schedule or to the personal relationships
  - One task or many tasks at the same time
  - Orientation towards the past, the present or the future
  - Orientation towards short, middle or long term.

• **Attitude towards the unknown:**
  - Enthusiasm for innovation or preference for stability.
  - Thinking pattern: deductive / dogmatic or inductive / pragmatic

• **Power Distribution:**
  - Communication: formal or informal
  - Level of centralization

• Preferred attitude: "**masculine**" or "**feminine**"
  - Communication: assertive / strong o modest / tender

**GRADING**

The course will have 4 evaluation activities.

1. **Examination: Final exam / closed book (40%)**
   
   **Duration:** 2 hours
   
   **Aims:** to check the student’s **knowledge** and understanding of the cross-cultural framework presented and his/her **ability to use it** in workplace / business situations.
2. A written Paper: “My Personal Orientation” (20%)

**Assessment type:** Individual assignment

**Aims:** to demonstrate their understanding of the cross-cultural framework and to be able to use it to gain a deeper understanding of their preferred way of doing thing (self-awareness) and to propose solutions to adapt to diversity (cross-cultural competence).

3. Individual presentations (20%)

**Assessment type:** Two presentations in the class. A summary of documents (given by the teacher) related to cross-cultural issues.

4. Attendance & Participation (20%)

**BIBLIOGRAPHY**

Geert Hofstede – “Cultural Consequences”

Fons Trompenaars – “Riding the Waves of Culture”

Martin Gannon – “Understanding Global Cultures”
