

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”

Walker, Walker & Schmitz – “Doing Business Internationally”

E. Hall – “The Hidden Dimension”, “The Silent Language”