



MG/IB 371 - INTERNATIONAL AND INTERCULTURAL MANAGEMENT

IES ABROAD PARIS

DESCRIPTION:

This course examines the challenge of doing business across different cultures and its impact on global management practices. The main objective for students is to develop an open mind set in order to be able to successfully communicate in a global world and to conduct successful business on an international scale. Students will gain important cross-cultural insights in an interactive and collaborative class-room setting and hands-on experience whilst discussing cases examining different cultures and corporate settings.

Among the topics covered are: the impact of cultural diversity on conducting global business, value sets, emotions and communication styles (F2F vs virtual), cross-cultural teams, international negotiations, and cultural intelligence. The aim of this course is to prepare students for working with global companies while learning how to adapt themselves to different situations and challenges in intercultural management.

CREDITS: 3

CONTENT HOURS: 45

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None

METHOD OF PRESENTATION:

The course is a mixture of lecture, presentations, case study, simulation/role plays and Moodle.

REQUIRED WORK AND ASSESSMENT:

- Constructive participation/including weekly journal - 10%
- Short presentation based on homework reading - 30%
- Mid-term exam - 30%
- Group presentation - 30%

LEARNING OUTCOMES:

By the end of the course students will be able to:

- Identify issues, such as stereotypes and assumptions, influencing intercultural communication
- Understand the pros and cons of theoretical frameworks of intercultural communication
- Sharpen their awareness to « sense » non-verbal signs from an intercultural point of view
- Appreciate cultural diversity as an asset for conducting international business

Homework assignments

These 10 short papers consist essentially of a weekly journal (1-2 pages typed to be handed in each Thursday) in which the student critically reflects on an event/issue etc. that occurred during the week. This “event” can be anything that happened with the host family, during a weekend trip outside Paris or within the confines of the city. The goal of this “expat” journal is to make students appreciate and learn from their expatriation to Paris, and to self-critically assess what happened to them. As these journal entries are personal experiences, they will not be graded; however, students are required to turn in their entry every Thursday in order to obtain the full weightage, which accounts for 10% of their participation grade. (a total of 10 journal entries need to be handed in per student on a weekly basis). **Electronic versions are not accepted.**



Mid-term examination

Consists of a case study with questions. It is necessary for students to review the material and theories covered so far and apply them to the given case.

Individual presentation

Each student chooses one chapter in order to determine the date of the presentation. TBA on first day of classes. The presentation must be a critical examination of a certain topic/aspect addressed in the chapter. It is NOT a chapter summary. Students can also work in pairs, if they like. The presentation should last about 10 to 15 minutes per person/ format PowerPoint or Prezi and must generate class discussion. Students are invited to critically assess the content of the book and use examples that are NOT mentioned in the chapter but can be applied to the chapter.

Group presentation

Students will work in teams of 3 or 4 (depending on class size/number of enrolled students). Topics can vary between role play (either f2f or taped/filmed), research project, film analysis or expert interview (for instance, a person with expatriate experience), and will be explained during the first-class session. Each group presentation will take place at the end of the term and should last about 20 minutes per group. Each team needs to apply concepts/theoretical frameworks studied in class, or beyond the classroom, to their topic. The ultimate topic choice (film analysis, research, expert interview...) is entirely free. Make sure to choose something that motivates you as a group!

CONTENT:

Week & Session	CONTENT	Assignments & Readings
Week 1 :	- General course Introduction - Explanation of course objectives & requirements - First overview of culture and its critical importance for global business	- Dumetz, Chapter 1 <i>Intro to culture</i>. - Homework : create journal entry 1
Week 2:	SCREENING excerpts from movie <i>OUTSOURCED</i> . - US call center manager goes to India. - Stereotypes, values, management styles - Dumetz, Chapter 1 - Hand in journal entry 1	- Dumetz, Chapter 2 <i>Cross-cultural research as of today</i>. - Homework: create journal entry 2 - Rehearse/prepare for Quiz
Week 3:	- Dumetz, Chapter 2 - examine status quo of research and intercultural theories: Hofstede, Trompenaars, Hall. - discuss applicability of theoreticians to business in a globalized context. - Hand in journal entry 2	- Dumetz, Chapter 3 <i>Culture and Communication</i>. - Homework: Create journal entry 3
Week 4:	- Dumetz Chapter 3 - Analyse difference between cultural contexts and communication - Examine concept of Cultural and Emotional Intelligence - Hand in journal entry 3	- Dumetz, Chapter 5 <i>Cultural dimensions and time</i>. - Homework: Create journal entry 4
Week 5:	- Dumetz Chapter 5 - Study difference of time concepts in relation to culture	- Dumetz, Chapter 7 <i>Trust as a cultural dimension</i>. - Create journal entry 5

	• Compare/contrast long term vs short term • Hand in journal entry 4	
Week 6:	• Dumetz Chapter 7 • Analyze the vital necessity of trust across different cultures • Hand in journal entry 5	• Revise for midterm examination • Create journal entry 6
Week 7:	• Midterm exam • Activities to be announced • Hand in journal entry 6	• Dumetz, Chapter 8 <i>Organizational Culture</i> • Create journal entry 7
Week 8:	• Dumetz Chapter 8 • Analyze different organizational paradigms of culture, such as Eiffel Tower, Guided Missile, Entrepreneurial • Hand in journal entry 7	• Dumetz, Chapter 9 <i>Teams and Culture.</i> • Create journal entry 8
Week 9:	• Dumetz Chapter 9 • Explore different types of teamwork: F2F, virtual, multi-cultural collaboration • Hand in journal entry 8	• Dumetz, Chapter 11 <i>Marketing and Culture.</i> • Create journal entry 9
Week 10:	• Dumetz Chapter 11 • Compare different marketing campaigns in different cultural contexts • Hand in journal entry 9	• Prepare outline for final group projects • Create journal entry 10
Week 11	• Feedback on outline for final group projects • Feedback: best practices across borders • Examine efficient and empathetic ways of giving self-assertive and constructive feedback • Handouts provided by instructor • Briefing time final presentation • Hand in journal entry 10	• Finalize group projects
Week 12	• Cultural Intelligence • Coaching and prep of group assignment • Re-patriation: looking back without nostalgia	
Week 13	Final Group projects presentations and wrapping up the semester	

REQUIRED READINGS:

The primary textbook for this course is Dumetz, Belbin et al. Cross-Cultural Management Textbook. Lessons from the world leading experts. 2012. PLEASE NOTE THAT ALL OF THE CHAPTER READINGS FOR OUR CLASS REFER TO THIS BOOK and that chapters need to be read in its entirety.

RECOMMENDED READINGS:

- Lewis, R (2006) When cultures collide – Leading across cultures, N Brealey Publishing. (pdf download)
- Rapaille, Clothaire (2006), *The Culture Code*. Broadway Books

Other references:

- Benedikt, Ruth (1946) *The Chrysanthemum and the Sword*. Houghlin Mifflin Publishing.

- Browaeys, M-J. & Price, R. (2008) Understanding Cross-Cultural Management. Pearson.
- Ferraro, Gary P. (2006) The Cultural Dimension of International Business. Pearson 5th ed.
- Gesteland, R : Cross-cultural business behavior, Copenhagen Business School Press, 2005
- Hall, ET (1990) The hidden dimension, Anchor Books Editions.
- Hall, ET and Mildred (1990) Understanding cultural differences, N Brealey Publishing.
- Hofstede, G. (2003) Cultures and organizations, Profile Books.
- Hofstede, G (2001) Culture's consequences, second edition, Sage publications.
- *Leader Effectiveness and Culture: The Globe Study* Center for Creative Leadership 2014.
- Meyer, Erin (2014) Managing the Cultural Minefield. *Harvard Business Review* MAY 17, 2014.
- Molinsky, Andy (2015) Emotional Intelligence does not translate across borders. *Harvard Business Review* APRIL 20, 2015
- Nisbett Richard E. (2003) *The Geography of Thought. How Asians and Westerners think differently...and Why*. Free Press
- Ovans, Andrea (2015) How Emotional Intelligence became a key leadership skill. *Harvard Business Review* APRIL 28, 2015
- Plum, Elisabeth (2007), Cultural Intelligence : the art of leading cultural complexity (CI). Middlesex UP.
- Seppälä, E. (2015) Why compassion is a better managerial tactic than kindness. HBR May 2015
- Trompenaars/Hampden-Turner : Riding the waves of culture, McGraw Hill, 1988.
- Wilken, Muriel M. (2014) Signs that you lack Emotional Intelligence. HBR Dec 14
- Wulf, C., & Pence, C. (2009). Asynchronous learning forums for business acculturation. *The Journal of Industry and Higher Education Journal*, 23 (4), pp. 319-330.
- Wulf, C., & Takhar, J. (2009). When East goes West: How to bridge the intercultural gap between Asian and Occidental students in cross-border higher education. *International Journal of Management in Education*, 3, (3/4), pp. 375-387.



IES PARIS ATTENDANCE POLICY

Your academics are a priority, and regular class attendance is mandatory, respectful, and essential to academic success. Being absent from class will prevent you from maximizing your learning and will negatively affect your participation grade.

Lateness

Please arrive on time for each class meeting. Arriving late for class is disruptive for faculty members and students alike and will prevent you from maximizing your learning.

- 0 to 15 minutes = late
- Over 15 minutes = 1 absence

If you arrive late 3 times, it will be counted as an absence.

Absences

If you must be absent, please email both your professor and the academic team as soon as possible (mfedon@iesabroad.org) and (emaines@iesabroad.org). Absences for medical reasons and/or emergencies will be considered excused, but justification will be required. In this case, we will need:

- a *certificat médical*,
- from a French doctor,
- must be submitted within 24 hours of the absence,
- or proof of upcoming medical appointment.

If you are absent for an exam, presentation, or other graded in-class assignment, you must provide justification for the absence, or you will receive an automatic F.

Our attendance policy allows each student to miss one 3h course and two 1.5h class sessions without it affecting the final grade of the class. Above that, your final grade will be lowered. The following example is for a 1.5h class:

Final grade: A-
1 unexcused absence: A-
2 unexcused absences: A-
3 unexcused absences: B+
4 unexcused absences: B
And so on...

For any and all absences students are required to fill out the **ABSENCE FORM**, which can be found using the following link:

<https://airtable.com/appwRSChoi8XeQUhz/shrkeAL2VXGdy1RH5>

Any documentation FOR AN EXCUSED ABSENCE must be uploaded to this platform.