MG/IB 371 INTERNATIONAL AND INTERCULTURAL MANAGEMENT
IES Abroad Paris BIA

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, 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 in intercultural management.

CREDITS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None

REQUIRED WORK AND FORM OF ASSESSMENT:

Constructive participation/incl. a short quiz, mid-term examination and presentations (individual and group)

Explanation of assignments:

Homework assignments: These consist essentially of a weekly journal (1-2 pages max. 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 25% of their participation grade. (a total of 10 journal entries need to be handed in per student on a weekly basis, starting on February 23rd and finishing on April 13th). Electronic versions are not accepted.

The Quiz during week 3 consists of short questions of course material (incl. the film) that will have been covered.

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 small teams of 3 or 4. 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, April 20th, and should last about 30 minutes per group. Each team needs to apply concepts/theoretical frameworks 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! If you have questions, come and see me 😊

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

ATTENDANCE POLICY:

CONTENT:

<table>
<thead>
<tr>
<th>Sessions</th>
<th>Content</th>
</tr>
</thead>
</table>
| 26 Jan. | Introduction to course  
Thorough briefing of objectives  
Explanation of course requirements  
Introduction to the importance of cultural savviness in global business operations |
| 2 Feb. | Screening movie: OUTSOURCED  
US manager goes to India to train his own replacement in a call center. We will discuss motivation, values, stereotypes, assumptions pertaining to US vs India. Culture shock and cultural adaptation will also be discussed |
| 23 Feb. | Ch. 3 Dumetz  
Culture and Communication  
The importance of different communication styles within different cultural contexts: high- versus low context. We will also discuss how to give constructive feedback in different cultures. Cultural and Emotional Intelligence will also be discussed. |
| 9 Mar. | Ch. 5 Dumetz  
Cultural dimensions relating to time |
How is time perceived in different cultural contexts. Do we prefer to “see” time as a linear process or a circular one? What is our time perspective: long or short term?

**MIDTERM EXAM**

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 Mar.</td>
<td>Ch. 6 Dumetz</td>
<td><em>Cultural Dimensions relating to the world.</em> Locus of control, uncertainty avoidance and how we relate to space around us will be discussed in detail and with practical examples.</td>
</tr>
<tr>
<td>28 Mar.</td>
<td>OUTING SESSION in the evening. tba</td>
<td></td>
</tr>
<tr>
<td>30 Mar.</td>
<td>Ch. 7 Dumetz</td>
<td><em>Trust as a Cultural Dimension</em> While trust is not always seen as an academic cultural dimension, trust is as an indispensable force in business relations as it helps to build long term relationships. We shall also look at the differences of written trust versus verbal trust-agreements</td>
</tr>
<tr>
<td>6 Apr.</td>
<td>Ch. 8 Dumetz</td>
<td><em>Organizational Culture</em> We will analyse different organisational paradigms, such as Eiffle Tower, Guided Missile or Entrepreneurial Culture with practical examples.</td>
</tr>
<tr>
<td>13 Apr.</td>
<td>Ch. 11 Dumetz</td>
<td><em>Marketing and Culture</em> We will examine different marketing campaigns and their adaptation to different countries. What do marketers have to respect when introducing their brands in different countries? Values, language, expectations and brand perception will be studied in this session.</td>
</tr>
<tr>
<td>20 Apr.</td>
<td>Final group Projects</td>
<td></td>
</tr>
</tbody>
</table>

**COURSE-RELATED TRIPS:**
- To be scheduled with students

**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.

**RECOMMENDED READINGS:**
THE FIRST 3 TITLES IN BOLD CAN BE FOUND ON CYBERLIBRIS:

**OTHER REFERENCES:**
- Gesteland, R : Cross-cultural business behavior, Copenhagen Business School Press, 2005
• Hall, ET and Mildred (1985) Hidden differences – studies in international communication, Gruner & Jahr.
• Leader Effectiveness and Culture: The Globe Study Center for Creative Leadership 2014.
• Plum, Elisabeth (2007), Cultural Intelligence : the art of leading cultural complexity (CI). Middlesex UP.
• Rapaille, Clothaire (2006), The Culture Code. Broadway Books
• Wilken, Muriel M. (2014) Signs that you lack Emotional Intelligence. HBR Dec 14