

## Applied Intercultural Management (W3BW\_IB206)

### Applied Intercultural Management

#### FORMAL INFORMATION ON THE MODULE

MODULE NUMBER	LOCATION IN THE COURSE OF STUDY	MODULE DURATION (SEMESTER)	MODULE RESPONSIBILITY	LANGUAGE
W3BW_IB206	2nd academic year	2	Prof Dr Clive Flynn	German/English

#### FORMS OF TEACHING USED

Lecture, Case Study

#### FORMS OF EXAMINATION USED

EXAM PERFORMANCE	EXAM DURATION (IN MINUTES)	GRADING
Portfolio	See examination regulations	yes

#### WORKLOAD AND ECTS CREDITS

TOTAL WORKLOAD (IN H)	OF WHICH ATTENDANCE TIME (IN H)	OF WHICH SELF-STUDY (IN H)	ECTS CREDIT POINTS
180	66	114	6

## QUALIFICATION OBJECTIVES AND COMPETENCES

### PROFESSIONAL COMPETENCE

The cultural background of managers and the corporate culture represent a complex structure that has a profound influence on the prevailing management and leadership styles in the company. Building on the basic knowledge already acquired, students have further knowledge of the complex interplay of cultural levels and their influence on corporate management and strategic orientation.

Modern companies are not only confronted with the question of profit maximisation, but increasingly with the issues of ethics and sustainability. The students analysed various international aspects of ethics, e.g. in production, in order to gain a situational understanding of the problem. As a further development of the newly acquired knowledge, they addressed the question of the cultural factors influencing the basic understanding of sustainability and its social significance. They gained knowledge about the complex interplay between culture, the socio-economic environment and sustainability and were thus able to develop recommendations for action for their companies.

With the growing heterogeneity of the workforce and the increasing internationalisation of companies, a basic understanding of employees' expectations and motivation is just as important as an understanding of the way they make decisions and their willingness to take risks. Using case studies and group work, the students developed detailed knowledge of the factors influencing culture and cultural differences in selected specialised areas in companies.

### METHODOLOGICAL EXPERTISE

Students have advanced knowledge of culture-related management and leadership styles as well as the influence of culture in relation to various selected specialist areas in the company and cooperation in international teams. A basic understanding of international ethical standpoints sustainability and the effects of ethical standpoints on the positions taken on sustainability is acquired. Students are thus able to understand the various international positions on these topics and, by analysing independently collected data and information from various internal and external sources, develop behavioural patterns for themselves and recommendations for action for their company.

### PERSONAL AND SOCIAL COMPETENCE

Students have further refined their ability to reflect and act in situations of intercultural interaction and have developed a sense of their own intercultural competence. They are aware of the need for certain attitudes and behaviour in order to be able to interact effectively and appropriately in intercultural situations. Students increasingly assume responsibility for the success of their learning. They are able to give appropriate feedback and justify their point of view on the basis of a theoretically sound argument. They use all available learning and working materials to acquire knowledge.

Students have developed a feeling for the multi-layered and complex problems involved in working together in international teams and cross-border corporate cooperation. They are aware of their special responsibility when working with colleagues and business partners from different cultural backgrounds. Students are able to understand other ways of thinking and behaviour and to communicate their own point of view transparently and appreciatively against the background of their own value system.

Students have developed a feeling for the multi-layered influences and effects of culture on economic contexts. They are able to reflect on their own behaviour against the background of other value systems and to analyse the behaviour of others from different perspectives. Students are able to work constructively in an international working group.

### OVERARCHING COMPETENCE

Students are of the importance of increasing diversity in the business environment. They have comprehensive knowledge of issues and methods of intercultural management. They are able to transfer and apply the acquired knowledge in terms of the action-orientated dimension of intercultural competence to real situations in intercultural cooperation. Against the background of the goal-orientation of business management, students are able to show flexibility adapted to the situation. They clearly represent their own point of view where necessary.

## LEARNING UNITS AND CONTENT

TEACHING AND LEARNING UNITS	PRESENCE TIME	SELF-STUDY
Leadership, Ethics and Sustainability	33	57
Cultural management and leadership styles: in-depth studies; cooperation in international teams; basic understanding of ethics; international ethical standpoints; sustainability; ethics and sustainability: an international comparison.		
Intercultural Management in Selected Operational Areas	33	57
The influence of culture in relation to various selected specialist areas, e.g. HR management, production, development, marketing and controlling, is discussed and deepened: Communication, relationships, hierarchies, expectations, remuneration systems, willingness to take risks and the understanding of roles in an international environment are among the topics addressed.		

## SPECIAL FEATURES

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## PREREQUISITES

Principles of Intercultural Management

- Bowe, H. J./Martin, K./Manns, H.: Communication Across Cultures. Mutual Understanding in a Global World, Port Melbourne: Cambridge University Press.
- Browaeys, M.-J./Price, R.: Understanding Cross-Cultural Management, Harlow: Pearson Education.
- Chhokar, J.S./Brodbeck, F.C./House, R.J.: Culture and Leadership Across the World. The GLOBE Book of In-depth Studies of 25 Societies, Mahwah: Lawrence Erlbaum Associates.
- Deresky, H.: International Management. Managing Across Borders and Cultures, Harlow: Pearson Education.
- Deardorff, D. K. (ed.): The SAGE Handbook of Intercultural Competence, Thousand Oaks: SAGE Publications.
- House, R.J./Hanges, P.J./Javidan, M./Dorfman, P. W./Gupta, V. (eds.): Culture, Leadership, and Organisations. The GLOBE Study of 62 Societies, Thousand Oaks: SAGE Publications.
- House, R.J./Dorfman, P.W./Javidan, M./Hanges, P.J./Sully de Luque, M.F.: Strategic Leadership Across Cultures. The GLOBE Study of CEO Leadership Behaviour and Effectiveness in 24 Countries, Thousand Oaks: Sage Publications.
- Lüsebrink, H.-J.: Intercultural communication. Interaction, perception of others, cultural transfer, Stuttgart: Metzler. Luthans, F./Doh, J.P.: International management. Culture, Strategy and Behaviour, New York: McGraw-Hill.
- Martin, J.N./Nakayama, T.K.: Intercultural Communication in Contexts, New York: McGraw-Hill.
- Nakayama, T.K./Halualani, R.T. (eds.): The Handbook of Critical Intercultural Communication, Chichester: Wiley-Blackwell.
- Samovar, L.A./Porter, R.E./McDaniel, E.R./Roy, C.S.: Communication Between Cultures, Boston: Cengage Learning.
- Schneider, S.C./Barsoux, J.-L./Stahl, G.K.: Managing Across Cultures, Harlow: Pearson.
- Schneider, U./Hirt, C.: Multikulturelles Management, Munich: Oldenbourg.
- Thomas, D.C./Peterson, M.F.: Cross-Cultural Management: Essential Concepts, Thousand Oaks: SAGE Publications.