

Principles of Intercultural Management (W3BW_IB202)

Principles of Intercultural Management

FORMAL INFORMATION ON THE MODULE

MODULE NUMBER	LOCATION IN THE COURSE OF STUDY	MODULE DURATION (SEMESTER)	MODULE RESPONSIBILITY	LANGUAGE
W3BW_IB202	1st 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
150	60	90	5

QUALIFICATION OBJECTIVES AND COMPETENCES

PROFESSIONAL COMPETENCE

The students with the influences of the increasing internationalisation of business activities and immigration on the shaping of the various cultural levels. They familiarised themselves with the central concepts for strengthening the perception of their social and cultural environment and reflected on their dealings with "foreigners".

As a basis for their orientation in an international environment, students learnt about the central concepts of culture and gained an overview of the possible applications and limitations of key traditional and modern cultural theories. They have familiarised themselves with the main features of acculturation theory and are able to assess the limitations and possibilities of different cultures or groups coming together. You will have analysed the key factors influencing situations of intercultural communication and developed a basic understanding of cultural influences in interpersonal situations.

Against the background of the business activities of internationally active companies, students deal with the complicated interplay of cultural levels and their influence on employees and corporate culture. Furthermore, they are able to recognise the influence of cultural differences on corporate strategy, organisational design, management concepts and negotiation strategies and to act in a targeted manner.

METHODOLOGICAL EXPERTISE

Students are familiar with traditional and modern approaches to cultural theory and can differentiate between them. Students are of the importance of a diverse, multicultural society for private and business relationships. They have acquired the skills to understand the differences and similarities of different social groups and to develop a suitable acculturation strategy.

Furthermore, students know the difference between corporate culture and corporate climate as well as the influence of "national" and professional cultures on these two. They are familiar with the significance of cultural influences on corporate organisation, management and leadership styles, motivation, conflict management and resolution and therefore on productivity and innovation performance in companies.

Students are able to transfer this knowledge to their company and, by analysing data and information collected independently from various internal and external sources, to develop behavioural patterns for themselves and recommendations for action for their company and thus an active role in the company's international environment.

PERSONAL AND SOCIAL COMPETENCE

Students have reflected cognitively and affectively on their own cultural imprint. They are aware of the necessity of a model-based analysis of intercultural interaction and the inherent risk of stereotyping. They are open to suggestions and are able to apply given methods to specific problems independently.

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 able to evaluate and critically compare different approaches. They have basic patterns of analysis with which they can structure problems of intercultural interaction in a goal-oriented way. On the basis of the knowledge they have already acquired about different socio-cultural contexts, they will be able to identify and critically evaluate options for action in specific situations and give plausible reasons for their choice of alternative action.

LEARNING UNITS AND CONTENT

TEACHING AND LEARNING UNITS

Principles of Intercultural Management

PRESENCE TIME

30

SELF-STUDY

45

The multicultural society: effects of internationalisation and immigration; cultural theory in transition: from anthropology to management theory; traditional and modern cultural theory approaches; ethnocentrism/ethnorelativism; "The Perceptual Lens": self-image/foreign image; stereotyping; diversity; social and cultural intelligence; acculturation theory; intercultural communication.

International Organisational Behavior

30

45

Corporate culture and climate; cultural influences on corporate organisation; influence of culture on management and leadership styles; motivation; conflict management and leadership -cultural diversity and its influence on productivity and the organisation's Innovation performance in companies; expectations and job satisfaction.

SPECIAL FEATURES

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PREREQUISITES

None

- 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.
- 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.