MAPD_F_CLE467
MANAGING ACROSS CULTURES

Number of ECTS credits : 3
Course language : English
Course leader : HENNEKAM SOPHIE
Speakers : HENNEKAM SOPHIE

☰ COURSE DESCRIPTION

The course provides an introduction to the field of cross-cultural management and aims to prepare students to successfully navigate an intercultural workplace. The course gives an overview of the main frameworks and concepts of cross-cultural management, cross-cultural communication and expatriation.

☰ COURSE OBJECTIVES

At the end of this course, students should be able to:
1. Understand the importance of cross-cultural management.
2. Analyze cultures by the use of frameworks and theories seen in class.
3. Apply the concepts and theories to different cross-cultural situations.
4. Understand the challenges related to cross-cultural communication and expatriation.

☰ LEARNING OBJECTIVES

C4B learning goal	LG2 - Action
C4B learning objective	LO6 - Communicate in a foreign language in a professional context
Outcomes	Lev. 2 - Converse with any interlocutors in their field(s) of discipline

☰ TACKLED CONCEPTS

Acculturation process
Divergence versus convergence
Hofstede's cultural dimensions
Trompenaars' cultural dimensions
Layers of culture
High/Low context communication
Non-verbal communication
Neutral/affective communication styles
Culture shock
Cultural adjustment

☰ LEARNING METHODS

Lectures, readings, exercises, cases, role plays, discussions, videos.

☰ EXPECTED WORK AND EVALUATION

Group presentations (How to do business in....). Bonus/malus to take into account active participation.
Individual assessment: Written return on their own previous experience and future experience (3-4 pages). What the course brought them? What they found useful or pertinent? The link with their own personal experience in dealing with cultural difference? How can these concepts shed light on past experiences they have already had or how will they have an impact on their future careers?
Students need to show that they are able to reflect on their personal experiences in a critical and analytical way. More specifically, they are evaluated on their use of relevant concepts and theories, the pertinance of their personal examples, the correct application of course concepts and the critical nature of their reflection.

☰ BIBLIOGRAPHY

- Schneider, S. C. and Barsoux, J-L. 2014. Managing across cultures. Prentice Hall.
- Hampden-Turner, C. and Trompenaars, F. 2002. *Building Cross-Cultural Competence*, Chichester: John Wiley & Sons.
- Hodgetts, R.M., Luthans, R. and Doh, J.P. 2008. *International Management, Culture, Strategy, and Behavior,* McGraw-Hill.
- Hofstede, G. 2001. *Culture's Consequences, Comparing Values, Behaviors, Institutions and Organizations Across Nations*, 2nd edition, Thousand Oaks, Calif. Sage.
- Hofstede, G. 1991. *Cultures and Organizations: Software of the Mind.* McGraw-Hill.
- Trompenaars, F. 2003. *Did the Pedestrian Die?*, West Sussex: Capstone.
- Trompenaars, F. and Hampden-Turner, C. 1997. *Riding the Waves of Culture. Understanding Diversity in Global Business.* McGraw-Hill.

☰ EVALUATION METHODS

100 % : Continus Assessment

☰ SESSIONS

1 Meaning and Importance of Culture
LECTURE : 03h00

Definition of culture

Acculturation process

Convergence versus Divergence thinkers

2 Identifying and Describing Culture
LECTURE : 03h00

Different layers of culture

Visible versus invisible aspects of culture

Activities:

-Alice chooses where to work

-Scenarios cultural dimensions

-Cultural iceberg

-Hofstede role-play

3 Cross-Cultural Communication
LECTURE : 03h00

Understanding the challenges of cross-cultural communication:

- Using a common language (foreign speak, misunderstanding)
- Understanding different communication styles (high/low context, affective/neutral communication style)
- Using and encoding non-verbal communication (gestures, proxemics, facial expressions…)

Activities:

-Sakura Software Minicase

-high/low context communication statements

-E-mail exercise.

4 Expatriation
LECTURE : 03h00

Challenges for employees

Challenges for employers

Activities:

-Case study "the Floundering Expatriate"

-Personal cultural adaptation

-The day after the party

5 **Group presentations « How to do business in … (country of their choice) »**
LECTURE : 03h00