S3CLE467
MANAGING ACROSS CULTURES

Number of ECTS credits : 3
Course language : English
Course leader : HENNEKAM SOPHIE
Speakers : DE STEFANO Teresa , 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	LG1 - Analysis
C4B learning objective	LO1 - Make use of critical analysis/critical thinking skills
Outcomes	Lev. 0 - Niv. 0 - NC

C4B learning goal	LG1 - Analysis
C4B learning objective	LO2 - Analyse complex situations
Outcomes	Lev. 0 - NC

C4B learning goal	LG5 - Cooperation
C4B learning objective	LO13 - Communicate and interact
Outcomes	Lev. 0 - NC

≡ 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.

≡ ASSIGNMENTS

Homework (critical appraisal of Hofstede)
Group presentations (How to do business in....). Bonus/malus to take into account active participation.
Individual assessment: written analysis of own communication style (verbal and non-verbal).

☰ 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 % : Contrôle continu

☰ 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