



APPLIES TO ACADEMIC YEAR 2011/2012

EXC 2902 Intercultural Management: A Scandinavian Perspective

Programme

Exchange Program

Responsible for the course

Sangeeta Singh

Department

Department of Marketing

Term

According to study plan

ECTS Credits

10

Language of instruction

English

Introduction

An empathic understanding of how people from different parts of the world differ when it comes to opinions, attitudes, and beliefs or even what it takes to develop motivated and committed employees, is crucial for marketers and managers in today's global world. The assumption that national cultures are still playing important roles in forming people's values and attitudes, more than indicates that definitions and concepts of culture and cultural differences at national, organizational, and managerial level should be covered during a course like this.

One aspect of the course focuses on the importance of national culture in determining consumers' behaviour. The course provides an overview of culture, how it affects consumption and brand experience and how different cultures may be compared with each other. This will be accomplished through lectures, guest speakers from the industry, visit to leading Norwegian companies to see Scandinavian management in practice, workshop on applying key concepts to a Norwegian case/company, and presentations.

The other aspect focuses on the so called 'Scandinavian Model' where gender and economic equality dominate and specific employment rules and rights must be applied. In particular, the "Norwegian Working Environment Act" is covered.

Specific global industries where Norwegian firms have excelled such as shipping, oil and gas, and energy will also be investigated during the course.

Learning outcome

The objectives of the course are to provide students with an overview of research on intercultural marketing and management and to apply this knowledge creatively in the Scandinavian/Norwegian context.

Acquired knowledge

- Students should have an overview of key concepts of culture, intercultural marketing, the Scandinavian Management Model, creative brand planning
- Students should also be able to recognize key intercultural management issues within the Scandinavian/Norwegian context and marketing issues in the global context.

Acquired skills

Students should be able to analyze intercultural interactions. They should be able to apply the Scandinavian Management Model and also able to develop creative brand communication in another cultural setting.

Reflection

Students should see the ethical and sustainable long term implications of the Scandinavian Management Model and culture in marketing and communication.

Prerequisites

One year university studies

Compulsory reading

Books:

Bjerke, Björn. 2001. Business leadership and culture : national management styles in the

global economy. Edward Elgar Publishing. Pages 304
Dahlén, Micael, Fredrik Lange, Terry Smith. 2010. Marketing communications : a brand narrative approach. Wiley. Pages 606

Collection of articles:

Sangeeta Singh, Tor Grennes. Articles to Intercultural Management. Pages 200

Recommended reading

Books:

Warner, Malcolm and Pat Joynt. 2002. Managing across cultures : issues and perspectives. 2nd ed. Thomson Learning. Pages 284

Course outline

The course is divided into three main areas of focus:

I. Culture, framework for comparing cultures

- Culture's impact on consumers' behaviour
- Cultural stereotypes, differences and similarities

II. The Scandinavian Management Model

- A focus on different Norwegian firms and sectors as well as on laws and regulations of work
- Competencies for managing intercultural interaction; implications of cultural differences at intra and interorganizational levels

III. Creative brand planning and culture

- Consumer profiling and prototyping in an intercultural context
- Analyzing and understanding target markets, brands, their competitors and media
- Gaining meaningful insights and developing inspiring brand strategies based on strategic/empathetic thinking and creativity techniques

Computer-based tools

It's Learning

Learning process and workload

The learning objectives of the course are accomplished with a combination of lectures, guest speakers, company visits, group work, workshop, and presentations. Normally each day will be structured so as the lectures will take place before lunch, while the afternoon will consist of other course-related activities.

Feedback during the course to promote student learning

An important part of the course is the workshop on consumer profiling and creative branding where the students are provided with tools for analyzing and understanding target markets and brands. Students work on pre-assigned groups while the instructors provide continuous feedback for improvement. In addition, feedback is provided on the first presentation to give opportunity to student groups to improve for the second presentation.

Making students work steadily – use of “required coursework”

Participation in lectures, company visits, group work, and other activities is mandatory. The first two weeks of the course set the basis for the exam (at the middle of the course) and the workshops that follow. They are also an important part of the presentations that the students make during the last week of the course.

Dimensioning of the course:

Activity	H ou rs
Lecture participation	50
Workshop (in class)	10
Preparation for lectures/read literature	30
Company and other external visits	50
Group work	50
Preparation for presentations	40
Presentations	20
Examination and	20

preparation for examination	
Total recommended hours	270

Participation in lectures, company visits, workshops, group work, and presentations is mandatory.

Use of hours

50 hours - Lectures
10 hours - Workshop
60 hours total

Examination

The course grade will be based on the following activities and weightings:

Part 1 - In-class individual quiz, 30% of the grade

Part 2 - Group presentation 1, 30% of the grade

Part 3 - Group presentation 2, 40% of the grade

Examination code(s)

EXC 29021 - Process evaluation, accounts for 100 % of the final grade in EXC 2902

Intercultural Management: A Scandinavian Perspective, 10 credits.

Examination support materials

All written support materials are allowed.

Examination materials at written examinations are specified under exam information in our web-based Student Handbook. Please note the use of calculator and dictionary.

<http://www.bi.edu/studenthandbook/examaids>

Re-sit examination

A re-sit is held at the next scheduled examination in the course. Students who are taking a new exam must take the course all over including all parts of the evaluation.

Additional information