



APPLIES TO ACADEMIC YEAR 2015/2016

## ELE 3769 Cross Cultural Management

### Programme

Elective

### Responsible for the course

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### Department

Department of Communication and Culture

### Term

According to study plan

### ECTS Credits

7,5

### Language of instruction

English

### Introduction

This course develops students' skills in intercultural communication, gained in our foundation course: SPÅ 2901 Intercultural Communication and Ethical Awareness. During this Cross Cultural Management course, students will further develop skills needed to manage and lead across cultures and borders in an international business setting. Management tasks such as decoding cultural differences, cultural profiling and management framing within a business setting will be the focus of the course. Hence, developing skills in cultural due diligence for organizational strategies will be a key element of this course

Cross cultural management uses an interdisciplinary approach with perspectives from cultural studies combined with key international business and leadership issues. Classroom sessions will be based on international research discussions, group work simulations, video-taped exercises and case studies. Empirical cross cultural research and cases used in discussions will focus on issues related to international companies operating both in Norway and abroad. This course will help prepare students to meet the challenges of international assignments within multi-national business operations where different national contexts can impact the way we lead and co-operate in everyday business dealings. In this way, participants will develop skills needed to manage cross cultural teams in both face-to-face settings and in virtual teams.

### Learning outcome

#### Acquired knowledge

After completed course students shall have:

- Learned main theories in cross-cultural management.
- Developed knowledge of existing research.
- Gained an understanding of multicultural work environment.
- Learned theories of cultural profiling and mapping.
- Gotten insight in cross cultural management theories in the emerging BRIC economies.
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#### Acquired skills

After completed course students will be able to:

- Explain and reflect on main theories in cross-cultural management.
- Analyse existing research and argue the validity of the extant literature.
- Identify and manage problems in a multicultural work environment.
- Apply cultural profiling and mapping skills in an international management situation
- Carry out cultural due diligence projects
- Identify key elements of cross cultural management theories in the emerging BRIC economies

### Reflection

Students will ideally develop cultural diplomacy and management skills within an international context, improve cross cultural communication skills and gain a better insight into communication, ethics and management approaches within a multi-cultural environment.

### Prerequisites

SPÅ 2901 Intercultural communication and ethical awareness: undergraduate course or equivalent.

### Compulsory reading

#### Books:

Schneider, Susan, Jean-Louis Barsoux, Günter K. Stahl. 2014. Managing across cultures. 3rd ed. Pearson

#### Book extract:

House, Robert J. ... [et al.]. 2004. Culture, leadership, and organizations : the GLOBE study of 62 societies. Sage. pages: 410, 365, 622, 539

### Recommended reading

#### Other:

Classroom handouts, article collection and lecture notes published on It's Learning.

#### Course outline

- Understanding empirical studies of national and organizational cultures
- Managing cultural and ethical dilemmas in industry: case studies
- Norwegian and Scandinavian management in an international perspective
- Cross cultural management in the emerging BRIC economies: case studies

#### Computer-based tools

Students are expected to use Internet during the course.

#### Learning process and workload

The course comprises 38 hours of classroom teaching.

Through group work discussions and presentation practice, students will acquire and develop communication and cultural awareness skills. With the application of a case study approach, students will develop international business acumen by developing communication strategies used in the management of international business.

It is essential that students attend the seminar sessions, and individual teachers will set assignments for individual appraisal and feedback. As a part of the learning process there will be given a mid term case report assignment.

Recommended use of hours:

Activity	Hours
Classroom participation	38
Preparation for class & mid-term assignment	46
Writing assignment & checklist assessment	10
Task presentation (oral or written)	10
Online multiple choice tasks and discussion groups	10 + 16
Self-study and study groups (offline)	30
Contextualization of feedback	10
Examination preparation	30
<b>Total</b>	<b>200</b>

#### Use of hours

38 hours - Classroom learning

7 hours - Correction & feedback on assignments and the mid-term practice exam, as well as administration of it's learning and group task guidance.

45 hours total

#### Examination

A 72 hour home assignment concludes the course.

The assignment may be written individual or in groups of up to three students.

#### Examination code(s)

ELE 37691 72 hour home assignment - accounts for 100% of the final grade in the course ELE 3769, 7.5 credits.

#### Examination support materials

All support materials are allowed.

#### Re-sit examination

A re-sit examination is offered the next time course is offered.

#### Additional information