



APPLIES TO ACADEMIC YEAR 2016/2017

## EXC 2902 Intercultural Management: A Scandinavian Perspective

### Programme

Exchange Program

### Responsible for the course

Gillian Warner-Søderholm

### Department

### 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. 1999. Business leadership and culture : national management styles in the global economy. Elgar. Pages 304

Dahlén, Micael, Fredrik Lange, Terry Smith. 2010. Marketing communications : a brand narrative approach. Wiley. Pages 606

##### **Collection of articles:**

Gillian Warner-Söderholm. Articles to Intercultural Management. Pages 200. (To be published on It's learning before the course starts)

#### **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	Hours
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 preparation for examination	20
<b>Total recommended hours</b>	<b>270</b>

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 – Individual 2-hour written exam: 40% of final grade

Part 2 – Group creative exercise and presentations: 60% 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**

For 2-hour written exam: no support materials allowed

Please note the use of dictionary at <https://at.bi.no/EN/student-information/examination/support-materials>

**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**