

## Module Description Intercultural Management

Identifier	Category	Details / Content
General Information		
1.1	Module name	Intercultural Management
1.2	Contained courses	Intercultural Management
1.3	Module code	MSB.2.0043.0.M
Timing		
2.1	Frequency of offer	Summer semester
2.2	Attend in which semester	in 1st. semester (for first semester students) in 2nd. Semester (for second semester students) Incoming students
Link to study programs		
3.1	Offered in study program	Master International Marketing and Sales
3.2	Mandatory courses in module or Electives	Mandatory
Workload		
4.1	Lecture form	Interactive discussion
4.2	Contact time	4 semester weekly hours = 60 hours per semester
4.3	Self-study time / Project Study	120
4.4	Total workload	180
4.5	Workload in credits	6 ECTS
Intended learning outcomes & learning content		
Intended learning outcomes		
	ILO ICM 1	Identify and understand dimensions of national culture and subcultures, including elements of gender, race, religion and other components of culture that are often difficult to discuss.
	ILO ICM 2	Explain how culture influences individual, team, and organizational performance.
	ILO ICM 3	Explain how culture influences perception, decision-making, and action.
	ILO ICM 4	Understand and apply cultural models (Hofstede, Trompenaars, GLOBE, Lewis) to intercultural issues.
	ILO ICM 5	Recognize, address, and be able to avoid typical intercultural misunderstandings.
	ILO ICM 6	Develop deeper knowledge about specific cultures (including their own).
	ILO ICM 7	Analyze problems of intercultural management and develop solutions.

### Contribution of module ILOs to study programme ILOs (only most relevant contribution is highlighted)



K1: effectively acquire knowledge in international marketing & sales



K1: effectively acquire knowledge in international marketing & sales



K1: effectively acquire knowledge in international marketing & sales



A1: apply knowledge and take decisions



A1: apply knowledge and take decisions



K1: effectively acquire knowledge in international marketing & sales



K2: think analytically, and critically

5.1	ILO ICM 8	Integrate the issues related to culture in the context of managing people with cultural issues related to the various components of the marketing model (customer research, packaging design, sales, advertising, etc.).
	ILO ICM 9	Describe intercultural situations in a neutral way, and from different point of views.
	ILO ICM 10	Reflect on intercultural situations and the impact of culture on the behavior of others and themselves.
	ILO ICM 11	Understand sources of uncertainty and ambiguity related to working within a multicultural setting.
	ILO ICM 12	Critically reflect on their value and behavior system in intercultural situations.
	ILO ICM 13	Adapt their communication style appropriately in different international settings.
	ILO ICM 14	Identify intercultural conflicts, analyze them, and choose constructive solutions to intercultural conflicts.
Learning content		
5.2	Learning content 1	The national and regional cultures of employees, customers, suppliers, and partners greatly influences many management functions and influences the marketing process in many ways. This course uses multiple methods and sources to give students a variety of perspectives and a variety of tools to explore their own cultural influences and to learn how to work productively with the cultural influences of others to become more effective marketing and sales managers.
	Learning content 2	Using a variety of theories, models, case studies, videos group discussions, role plays, and structured conversations, the course aims at improving the intercultural competence (motivation, knowledge, empathy, behavioral patterns) of each student. Students will be evaluated on cultural competence at the beginning and at the end of the course
	Learning content 3	Topics include: Introduction to Culture, Cultural Models, Intercultural Leadership, Intercultural Communication, Multicultural Teams, Virtual Teams, Intercultural Competence, and Intercultural Issues in Marketing.
Requirements & examination		
6	Participation requirement	None
7.1	Requirements for the award of credit points	Successful team video presentation and individual written project
7.2	Assessment method	Presentation (team) and Project (individual) work
7.3	Requirements for admission to the examination	
7.4	Importance of the mark for total mark	5% (6 ECTS out of 120 ECTS)
8.1	Lecture language	English
8.2	Module supervisor	Prof. Michael Wasserman, PH.D.
8.3	Lecturers	Prof. Michael Wasserman, PH.D.



A1: apply knowledge and take decisions



S1: manage effectively intercultural communication



K2: think analytically, and critically



K1: effectively acquire knowledge in international marketing & sales



K2: think analytically, and critically



S1: manage effectively intercultural communication



A1: apply knowledge and take decisions

8.4	Maximum number of participants	
8.5	Supplementary information	
Recommended reading		
Adler, N.J. & Gundersen, A. (2007). <i>International Dimensions of Organizational Behaviour</i> , 5th edition, SAGE		
Banerjee, S. B. (2022). Decolonizing management theory: A critical perspective. <i>Journal of Management Studies</i> , 59(4), 1074-1087.		
Chmielecki, M. (2021). Leading intercultural virtual teams during the COVID-19 pandemic—research results. <i>Journal of Intercultural Management</i> , 13 (1), 69-87.		
Earley, C.P., & Mosakowski, E. (2004). Cultural intelligence, <i>Harvard Business Review</i> , <a href="https://hbr.org/2004/10/cultural-intelligence">https://hbr.org/2004/10/cultural-intelligence</a>		
Kerrissey, M.J., & Edmonson, A. (2020). What good leadership looks like during this pandemic, <i>Harvard Business Review</i> , <a href="https://hbr.org/2020/04/what-good-leadership-looks-like-during-this-pandemic">https://hbr.org/2020/04/what-good-leadership-looks-like-during-this-pandemic</a>		
Markman, A. (2017). 3 Ways to Identify Cultural Differences on a Global Team, <i>Harvard Business Review</i> , <a href="https://hbr.org/2018/06/3-ways-to-identify-cultural-differences-on-a-global-team">https://hbr.org/2018/06/3-ways-to-identify-cultural-differences-on-a-global-team</a>		
Meyer, E. (2014). <i>The Culture Map</i> . PublicAffairs, New York		
Neely, T. (2017). How to Successfully Work Across Countries, Languages, and Cultures, <i>Harvard Business Review</i> , <a href="https://hbr.org/2017/08/how-to-successfully-work-across-countries-languages-and-cultures">https://hbr.org/2017/08/how-to-successfully-work-across-countries-languages-and-cultures</a>		
Ott, J., Michailova, S. (2018). Cultural Intelligence: A Review and New Research Avenues, <i>International Journal of Management Reviews</i> , 20, 99-119. <a href="https://onlinelibrary.wiley.com/doi/full/10.1111/ijmr.12118">https://onlinelibrary.wiley.com/doi/full/10.1111/ijmr.12118</a>		
Srivastava, S., Singh, S., & Dhir, S. (2020). Culture and international business research: A review and research agenda. <i>International Business Review</i> , 29(4), 101709.		
Szkudlarek, B., Romani, L., Caprar, D. V., & Osland, J. S. (Eds.). (2020). <i>The Sage Handbook of Contemporary Cross-cultural Management</i> . Sage.		