Principles of Intercultural Management (W3IB_IBAM205)

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Formal information on the module		
Study program	**Field of study**	**Deepening**
International Business	International Business Administration & Management	-

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Module name	**Language**	**Number**	**Version**	**Module leaders**
Principles of Intercultural Management	German/English	W3IB_IBAM205	1	Flynn, Prof. Dr. Clive; Villingen-Schwenningen

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Positioning of the module in the course of study			
Semester	**Requirements for participation**	**Module type**	**Module duration**
1st year of study	-	Core module	2

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Teaching and examination methods used	
Teaching methods	Lecture, Case Study
Teaching methods	-

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Examination performance	**Scope of examination (in min)**
Portfolio	-
Components Combined examination performance	
-	

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Workload and ECTS			
Total workload (in h)	**of which attendance time (in h)**	**of which self-study (in h)**	**ECTS points**
150	60	90	5

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Qualification goals and competencies	
Professional competence	The students dealt with the influences of the increasing internationalization of business activities and immigration on the shaping of the various cultural levels. They have become familiar with the central concepts for strengthening the perception of their social and cultural environment and have reflected on their dealings with "foreigners". As a basis for their orientation in an international environment, students became familiar with the central concepts of culture and gained an overview of the possible applications and limitations of key traditional and modern cultural theories. They have become familiar with the main features of acculturation theory and are able to assess the limitations and possibilities of different cultures or groups coming together. They have analyzed the central factors influencing situations of intercultural communication and have developed a basic understanding of cultural influences in interpersonal situations. Against the background of the business activities of internationally active companies, students deal with the complicated interplay of cultural levels and their influence on employees and corporate culture. In addition, they are to assess the influence of cultural differences on corporate strategy, organizational design and the methods used. Recognize management concepts and negotiation strategies and act in a targeted manner.
Methodological competence	Students are to independently apply specified methods to specific problems. Students can collect data and information from various internal and external sources, evaluate them in principle and process them according to specified criteria. They can increasingly the available learning and working materials independently to acquire knowledge.
Personal and social skills	Students have reflected cognitively and affectively on their own cultural imprint. They are aware of the necessity of a model-based analysis of intercultural interaction and the inherent risk of stereotyping. They are open to suggestions and are to apply given methods to specific problems independently. Students have developed a feeling for the multi-layered influences and effects of culture on economic contexts. They are to reflect on their own behavior against the background of other value systems and analyze the behavior of others from different perspectives. The Students can work constructively in an international working group.

Comprehensive action competence	Students are to evaluate and critically compare different approaches. They have basic patterns of analysis with which they can structure problems of intercultural interaction in a goal-oriented way. On the basis of the knowledge they have already acquired about different socio-cultural contexts, they will be able to identify and critically evaluate options for action in specific situations and give plausible reasons for their decision on the chosen alternative course of action.

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Learning units and contents		
Teaching and learning units	**Presence**	**Self-study**
Principles of Intercultural Management	**30**	**45**
The multicultural society: effects of internationalization and immigration; cultural theory in transition: from anthropology to management theory; traditional and modern cultural theory approaches; ethnocentrism/ethnorelativism; "The Perceptual Lens": self-image/foreign image; stereotyping; diversity; social and cultural intelligence; acculturation theory; intercultural communication.		
International Organizational Behavior	**30**	**45**
Corporate culture and climate; cultural influences on corporate design; influence of culture on management and leadership styles; motivation; conflict management and resolution; cultural diversity and its influence on productivity and innovation performance in companies; expectations and job satisfaction.		

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Special features and requirements
Special features
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Prerequisites
None

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Literature
Bowe, H. J./Martin, K./Manns, H.: Communication Across Cultures. Mutual Understanding in a Global World, Port Melbourne: Cambridge University Press. Browaeys, M.-J./Price, R.: Understanding Cross-Cultural Management, Harlow: Pearson Education. Chhokar, J.S./Brodbeck, F.C./House, R.J.: Culture and Leadership Across the World. The GLOBE Book of In-depth Studies of 25 Societies, Mahwah: Lawrence Erlbaum Associates. Deresky, H.: International Management. Managing Across Borders and Cultures, Harlow: Pearson Education. Deardorff, D.K. (ed.): The SAGE Handbook of Intercultural Competence. Thousand Oaks: SAGE Publications. House, R.J./Hanges, P.J./Javidan, M./Dorfman, P.W./Gupta, V. (eds.): Culture, Leadership, and Organizations. The GLOBE Study of 62 Societies, Thousand Oaks: SAGE Publications. House, R.J./Dorfman, P.W./Javidan, M./Hanges, P.J./Sully de Luque, M.F.: Strategic Leadership Across Cultures. The GLOBE Study of CEO Leadership Behavior and Effectiveness in 24 Countries, Thousand Oaks: Sage Publications. Lüsebrink, H.-J.: Intercultural communication. Interaction, perception of others, cultural transfer, Stuttgart: Metzler. Luthans, F./Doh, J.P.: International Management. Culture, Strategy and Behavior, New York: McGraw-Hill. Martin, J.N./Nakayama, T.K.: Intercultural Communication in Contexts, New York: McGraw-Hill. Nakayama, T.K./Halualani, R.T. (eds.): The Handbook of Critical Intercultural Communication, Chichester: Wiley-Blackwell. Schneider, S.C./Barsoux, J.-L./Stahl, G.K.: Managing Across Cultures, Harlow: Pearson. Schneider, U./Hirt, C.: Multikulturelles Management, Munich: Oldenbourg. Thomas, D.C./Peterson, M.F.: Cross-Cultural Management: Essential Concepts, Thousand Oaks: SAGE Publications.

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