

Module Description Intercultural Management

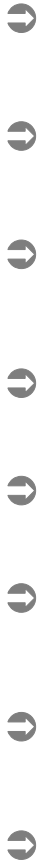
Identifier	Category	Details / Content
General Information		
1.1	Module name	Intercultural Management
1.2	Contained courses	Intercultural Management
1.3	Module code	MSB.2.0043.0.M
Timing		
2.1	Frequency of offer	Summer semester
2.2	Attend in which semester	in 1st. semester (for first semester students) 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	Seminarian lessons
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).

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

→	K1	Graduates can effectively self-manage (in terms of motivation, time, planning and behaviour) an IT-system supported learning process to gain knowledge on strategy & leadership, organisations, external environment and management in the professional fields of international marketing & sales.
→	K1	Graduates can effectively self-manage (in terms of motivation, time, planning and behaviour) an IT-system supported learning process to gain knowledge on strategy & leadership, organisations, external environment and management in the professional fields of international marketing & sales.
→	K1	Graduates can effectively self-manage (in terms of motivation, time, planning and behaviour) an IT-system supported learning process to gain knowledge on strategy & leadership, organisations, external environment and management in the professional fields of international marketing & sales.
→	A1	Graduates can apply theoretical knowledge of the international marketing & sales discipline enabling them to take decisions on the development of appropriate strategies and measures solving business problems within a changing multicultural environment, to meet stakeholder interests in for example: marketing conception, sales management, international management, and business innovation.
→	A1	Graduates can apply theoretical knowledge of the international marketing & sales discipline enabling them to take decisions on the development of appropriate strategies and measures solving business problems within a changing multicultural environment, to meet stakeholder interests in for example: marketing conception, sales management, international management, and business innovation.
→	K1	Graduates can effectively self-manage (in terms of motivation, time, planning and behaviour) an IT-system supported learning process to gain knowledge on strategy & leadership, organisations, external environment and management in the professional fields of international marketing & sales.

5.1

ILO ICM 7	Analyze problems of intercultural management and develop solutions.
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	
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.



K2	Graduates can prepare effective decision taking by identifying knowledge gaps, formulating research questions for e.g. analysing customers or international markets, selecting and using appropriate quantitative and qualitative skills , making use of suitable communication and information systems, demonstrating cognitive skills of critical thinking, analysis and synthesis in order to derive strategic and operational recommendations for action in the professional fields of international marketing & sales.
A1	Graduates can apply theoretical knowledge of the international marketing & sales discipline enabling them to take decisions on the development of appropriate strategies and measures solving business problems within a changing multicultural environment, to meet stakeholder interests in for example: marketing conception, sales management, international management, and business innovation.
S1	Graduates can effectively communicate in English or in the teaching language of their study abroad country on advanced academic and professional level , oral and in writing, in person and using a range of media and communication systems, which are widely used in business. They can precisely represent their own views and convictions in discussions in a natural - looking manner and act and react in socially adequate ways in intercultural, negotiation and ethically demanding situations.
K2	Graduates can prepare effective decision taking by identifying knowledge gaps, formulating research questions for e.g. analysing customers or international markets, selecting and using appropriate quantitative and qualitative skills , making use of suitable communication and information systems, demonstrating cognitive skills of critical thinking, analysis and synthesis in order to derive strategic and operational recommendations for action in the professional fields of international marketing & sales.
K1	Graduates can effectively self-manage (in terms of motivation, time, planning and behaviour) an IT-system supported learning process to gain knowledge on strategy & leadership, organisations, external environment and management in the professional fields of international marketing & sales.
K2	Graduates can prepare effective decision taking by identifying knowledge gaps, formulating research questions for e.g. analysing customers or international markets, selecting and using appropriate quantitative and qualitative skills , making use of suitable communication and information systems, demonstrating cognitive skills of critical thinking, analysis and synthesis in order to derive strategic and operational recommendations for action in the professional fields of international marketing & sales.
S1	Graduates can effectively communicate in English or in the teaching language of their study abroad country on advanced academic and professional level , oral and in writing, in person and using a range of media and communication systems, which are widely used in business. They can precisely represent their own views and convictions in discussions in a natural - looking manner and act and react in socially adequate ways in intercultural, negotiation and ethically demanding situations.
A1	Graduates can apply theoretical knowledge of the international marketing & sales discipline enabling them to take decisions on the development of appropriate strategies and measures solving business problems within a changing multicultural environment, to meet stakeholder interests in for example: marketing conception, sales management, international management, and business innovation.

5.2	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 presentation and project performance
7.2	Assessment method	Presentation and Project 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. Dr. Bert Kiel
8.3	Lecturers	Prof. Michael Wasserman, PH.D.
8.4	Maximum number of participants	
8.5	Supplementary information	Prof. Wasserman teaches the module in English.
Recommended reading		
Adler, N.J. & Gundersen, A. (2007). International Dimensions of Organizational Behaviour, 5th edition, SAGE		
Deardoff, D.K. (2009). The SAGE Handbook of Intercultural Competence. SAGE Publications, Thousand Oaks, CA		
Meyer, E. (2014). The Culture Map. PublicAffairs, New York		
Neely, T. (2017). How to Successfully Work Across Countries, Languages, and Cultures, Harvard Business Review; https://hbr.org/2017/08/how-to-successfully-work-across-countries-languages-and-cultures		
Earley, C.P., & Mosakowski, E. (2004). Cultural Intelligence, Harvard Business Review; https://hbr.org/2004/10/cultural-intelligence		
Thomas, D.C., & Inkson, K (2009). Cultural Intelligence – Living and Working Globally, 2nd edition, Berrett-Koehler Publishers, 2009. Also available in Spanish: „Inteligencia cultural – Habilidades interpersonales para triunfar en la empresa global“, Paidós, 2007		
Ott, J., Michailova, S. (2018). Cultural Intelligence: A Review and New Research Avenues, International Journal of Management Reviews, 20, 99-119. https://onlinelibrary.wiley.com/doi/full/10.1111/ijmr.12118		
Markman, A. (2017). 3 Ways to Identify Cultural Differences on a Global Team, Harvard Business Review; https://hbr.org/2018/06/3-ways-to-identify-cultural-differences-on-a-global-team		