

SUBJECT:

Cross-Cultural Management
(Quantitative Methods in Contemporary Management)

HOURS:

**45 (30 hrs lectures
& 15 hrs classes)**

ECTS:

7

Name/title of the author:	
Course Description:	<p>This course provides the systematic examination of structural and behavioural aspects of business communication and management across nations and cultures based on the exploration of the relationship between international business success and the culture and institutions of individual countries. Special emphasis will be put on the Polish culture, viewed from the two angles: social and managerial.</p>
Learning Outcomes (Goals and Objectives of the course):	<p>At the completion of the 40-hour course the student should be able to:</p> <ol style="list-style-type: none"> 1. explain the components of the communication process as function of the management process 2. describe factors which affect intercultural management 3. describe and analyse cultural-specific styles of communication 4. recognise basic schools in cross-cultural communication understand how cultural diversity affects international business 5. recognise several culture specific models of company organisations 6. recognise plausible conflict areas derived from cultural diversity 7. participate in international meetings or negotiations 8. design a simple advertisement or commercial for culture specific audience 9. apply the acquired skills in the preparation of one short paper on one of the topics covered in class.
Entrance qualifications:	<p>Students whose English language skills match at least intermediate level, preferably - B2</p>
Course Content:	<p>LECTURES: Intercultural communication as scientific discipline – basic concepts and theories</p> <ul style="list-style-type: none"> - Three-dimensional structure culture and its (various models of culture) - The process of socialisation - culture specific expectations and attribution processes - Taxonomies of cultures within the models of Hall, Hofstede, Trompenaars, Lewis - Non-verbal barriers to intercultural communication: (e.g. mimics, proxemics, chronometrics, olphatics) - Verbal barriers to intercultural communication: culture specific use of prosodic features - Stereotypes: facilitators or barriers to communication? - The concept of an alien, adaptation, integration and multiculturalism, enculturation and acculturation (Oberg, Bennett) - Metaphorical approach to understanding versatility of cultures by Martin Gannon - The concept of transculturality as proposed by Wolfgang Welsch

Intercultural communication as a tool for developing competitive advantage in contemporary business

- Cross-cultural leadership, organisation, hierarchy and communication channels in companies (J. Mole's approach); supervisory styles
- Corporate cultures: different models of companies and the influence of cultural background on behaviour and decision making processes - taxonomies of Charles Handy, Geert Hofstede and Trompenaars-Hampden-Turner
- International meetings - source of cross-cultural misunderstandings or area of potential creativity (reaction to critical situations)
- Advertising across cultures (consumer behaviour, product meaning, expectations of audiences, taboos in multinational advertising)
- Intercultural conflicts (conflict management styles acc. to Thomas Killman and Mitchell, conflict solving styles in various regions of the world)
- Intercultural communication in international negotiations (analysis of major culture components that affect the process of negotiations, how to overcome cross-cultural barriers during negotiations, traditional, principled and synergetic approaches to negotiation process)

CLASSES:

Exercises raising students' cultural self-awareness and their level of intercultural competence (including values and norms recognition)

- John Lewis' visual approach – categories of culture and concept of culture horizons
- Approach to human resources management across cultures including managing multicultural teams and the role of global managers (case studies)
- Culture-specific aspects of presentations from the listeners' and performers' point of view, analysis of potential areas of conflict
- Polish culture: influences on its present state, Polish cultural paradigm, who is a stranger in Poland, how Poles solve their problems, what are their listening habits and business communication
- Ethics in intercultural business (case studies)
- Intercultural negotiations (analysis of critical incidents)

Assessment policy (examination):

1. **regular** and **active** participation in classes (fulfilling tasks –preparing for classes and taking part in classroom activities) (10%)
2. preparation and delivery of country presentation in a small group (10%)
3. writing a short essay on adaptation 150-200 words (10%)
4. **either**
 - ⊙ **taking the final examination** based on the material covered during classes and lectures. (35% multiple choice, 35% open questions) **OR**
 - ⊙ **writing a joint response paper** (7-10 pages) in multinational groups of 2 or maximum 3 students, in order to develop one or more of the topics discussed in class, i.e. to do more readings, do some mini-research, e.g. conduct surveys on their peers, reflect on their own experiences, etc. (70%)

Course materials/bibliography:

- Adler, N. J., & Gundersen, A. (2007). *International dimensions of organizational behavior*. Cengage Learning.
- Brislin, R., Yoshida, T. (2004) *Intercultural Communication training: An Introduction*, Sage
- Costa, J.A., Bamossy, G.J. (1995) *Marketing in a Multicultural World*, Sage Publications

	<p>Ferraro, G., & Brody, E. K. (2015). <i>Cultural Dimension of Global Business</i>. Routledge.</p> <p>Gannon, M. (2004) <i>Understanding Global Cultures</i>, Sage Publications</p> <p>Gesteland, R. R. (2012). <i>Cross-cultural business behavior: a guide for global management</i>. Copenhagen Business School Press DK.</p> <p>Hall, B. T. (2005) <i>Among Cultures</i>, Thomson & Wadsworth</p> <p>Hall, Edward T., (1956) <i>The Silent Language</i>, Doubleday</p> <p>Hall, Edward T., (1966) <i>The Hidden Dimension</i>, Doubleday</p> <p>Hall, Edward T., (1976) <i>Beyond Culture</i>, Doubleday</p> <p>Hoecklin, Lisa (1995) <i>Managing Cultural Differences</i>, Addison Wesley</p> <p>Hofstede, G. (1991). <i>Cultures and organizations. Intercultural cooperation and its importance for survival. Software of the mind</i>, Mc Graw-Hill.</p> <p>Hofstede, G. H., & Hofstede, G. (2001). <i>Culture's consequences: Comparing values, behaviors, institutions and organizations across nations</i>. Sage.</p> <p>Jacobs, N. (2003) <i>Intercultural Management</i> , Kogan Page</p> <p>Lewis, R.D. (2006) <i>When Cultures Collide</i>, Nicholas Brealey Publishing</p> <p>Marx, E. (2001) <i>Breaking Through Culture Shock</i>, Nicholas Brealey</p> <p>Mole, J., (1996) <i>Mind Your Manners</i>, London: Nicholas Brealey</p> <p>Pollock, D., & Van Reken, R. (2010). <i>Third culture kids: Growing up among worlds</i>, Nicholas Brealey Publishing.</p> <p>Schneider, S.C., Barsoux, J-L., (1997) <i>Managing Across Cultures</i>. London: Prentice Hall</p> <p>Trompenaars, F., & Hampden-Turner, C. (2011). <i>Riding the waves of culture: Understanding diversity in global business</i>, Nicholas Brealey</p>
Methods of Instruction:	Combination of short lectures and workshops. Power point presentation and discussions and problem solving exercises combined with 'real-life' didactic simulations
Notes / suggestions:	Order of the discussed topics might be changed due to improvement of the didactic process and its outcomes