

COURSE OUTLINE

Introduction

We all have heard stories telling how business people today coordinate activities with colleagues in subsidiaries situated in several countries, travel intensively to visit business partners in different continents, and negotiate contracts with suppliers or clients of different cultural backgrounds. Many of us are living such stories ourselves. As the world becomes more and more internationally connected, the need to understand people from different cultures and how to interact appropriately with them also increase. Anecdotes about success and failure in intercultural encounter abound, however, how to develop intercultural competences that help people be more aware of their own culturally based perceptions, norms, and patterns of thinking, and consequently adapt their behaviors according to specific cultural contexts remains a huge challenge.

This course is designed to provide focused learning on key cross-cultural issues and to enhance intercultural effectiveness of global business leaders. Intercultural competences such as awareness, knowledge, and skills will be developed in the course through cases discussion, lecture, simulation exercise, and knowledge sharing.

Objectives

The objective of this course is to prepare participants as global leaders with the intercultural competences to face cultural challenges embedded in the increasingly globalized business activities. Based on the vision described above, the course aims to help participants develop skills and capabilities to function effectively in multicultural contexts. By the end of the course, participants should be able to identify the complex, multidimensional socio-cultural factors inherent in international business activities. We expect participants to be equipped with adequate mindset in continuous learning about different cultures at the completion of this course, and the capabilities to play the role of “cultural bridge” in international business activities in the future.

More specifically, the course aims to develop (1) general cultural competences which can facilitate one to cultivate adequate mentality in entering intercultural encounter, understand cultural differences, and develop proper behaviors according to the cultural context; and (2) specific cultural knowledge in specific regions such as Asia (with special emphasis on Chinese culture as the module takes place in Shanghai).

Learning Outcomes

Higher level of cultural awareness, development of deep-level cultural knowledge in general and about the Asian/Chinese context, enhanced skills in handling cultural differences, capabilities in making situational judgment about adaptation strategy.

Materials

Articles

- Earley, P. C., & Mosakowski, E. (2004). Cultural intelligence. *Harvard Business Review*, October, 139-146.
- Trompenaars, F. & Woolliams, P. (2011). Lost in Translation. *Harvard Business Review*, April, 2011.

Recommended Books

- Steers, R. M., Nardon, L., & Sanchez-Runde, C. J. (2016). *Management across Cultures: Developing Global Competencies*. Cambridge University Press.
- Fernandez, J.A., & Underwood, L.A. (2006). *China CEO: Voices of experience from 20 international business leaders*. Chichester, UK: John Wiley & Son.
- Grannon, M. J. (2003). *Understanding Global Cultures: Metaphorical Journeys through 28 Nations, Clusters of Nations and Continents*. London, UK: Sage.
- Meyer, E. (2014). *The Culture Map: Breaking Through the Invisible Boundaries of Global Business*. New York, NY: PublicAffairs.

Methodology

We will use the combination of the following methods to facilitate the learning:

- Case discussion
- Interactive lecture
- Simulation exercise
- Company visit / guest lecture
- Chinese family visit
- Reflection essays and knowledge sharing

Competences

General Competences

- Identifying and effectively dealing with information that is relevant to the job.
- Maintaining personal balance in situations of special tension.
- Valuing the company above and beyond the limits of one's own job, understanding the interrelationship between the different units and developing interfunctional cooperation.
- Delegating, enabling collaborators to acquire the information and resources they need to make decisions and achieve their goals.

Specific Competences

- Applying techniques and skills for dealing with situations involving people with the aim of effectively managing teams and resolving conflicts in multicultural contexts.
- Reaching a higher level of cultural awareness and developing deep cultural knowledge in general and of the context of Asia/China in particular.
- Knowing how to manage cultural differences and knowing how to assess situations in terms of adaptation strategy.

Evaluation

Your grade for the course will be based on the following parts:

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| 1. Class participation (Pre-residential and Residential Modules) | 50% |
| 2. Individual assignment (Pre-residential Module) | 20% |
| 3. Team report (Post-residential Module) | 30% |

Cross-Cultural Management

COURSE OUTLINE

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