

## International Business Management (IBM, B.A.) Managing International Business

<b>Module (B-IBM 6.3): Intercultural Competence</b>					
<b>ID No.</b>	<b>Workload</b>	<b>Credit Points</b>	<b>Semester</b>	<b>Module Frequency</b>	<b>Duration</b>
B-IBM 6.3	125 h	5	5th Semester	Every semester	1 Semester
<b>1</b>	<b>Courses</b>		<b>In-class study</b>	<b>Self-study</b>	<b>Planned group size</b>
	Seminar "Intercultural Competence" (4 WCH)		56 TU/42 h	83 h	25
<b>2</b>	<p><b><u>Learning Outcomes/Competences</u></b></p> <p>The course "Intercultural Competence" prepares students for the interpersonal nature of working in a multi-national environment with the presence of various cultural influences. Through structured examination of their own behaviors and values, students learn to interpret actions, communication styles and business practices in a cultural context, understanding not just variations in conventions, but also appreciating and being sensitive to the underlying values.</p> <p>The focus throughout is on the international business environment. Cultural variations in leadership, group work and communication styles are analyzed through case studies, role-plays and cultural simulation exercises. These build towards the final assessment which is based on a presentation and term-paper examining the subject of intercultural competence in a business area related to the students' field(s) of study.</p> <p>After evaluating different working definitions of the concept of culture from the social sciences, various theories and studies of cultural dimensions are discussed and compared. Through this framework the students analyze the influence of their own cultural background on their personal values and consider the question of cultural identity in an increasingly global and interconnected world.</p> <p>Cultural theories are used in combination with specific theories of communication to interpret potential intercultural challenges in team work, negotiations and leadership. This understanding is used to assess the various steps in preparing employees for foreign assignments and supporting them during and following their deployment.</p> <p>The course positions students as valuable members and leaders of international teams. The increased sensibility of cultural approaches leads to improved cross-cultural relationships and business communications, and these skills are brought into practice through role-plays and case studies. Using their understanding of cultural variations in values and behaviors, students will be able to anticipate potential challenges in intercultural groups, and in the event of conflict, have the necessary tools at their disposal to resolve it to the satisfaction of all parties.</p> <p>The knowledge and understanding gained are examined in detail and put into practice in the final course assessment where students choose one aspect of their degree program where intercultural competence plays a crucial role. This issue is researched and examined from at least two cultural perspectives focusing on the implications for successful and effective cross-cultural business practices and strategies.</p>				
<b>3</b>	<p><b><u>Content (56 Teaching Units)</u></b></p> <p><b>1. Cultural Contexts and Dimensions (8 TU)</b></p> <ul style="list-style-type: none"> <li>• Introduction to culture and their foundations</li> <li>• Meanings and Dimensions of Culture</li> <li>• Definition of goals of intercultural skills</li> <li>• Culture and Identity</li> <li>• Cultural Frameworks in Comparison <ul style="list-style-type: none"> <li>• Hall</li> <li>• Hofstede</li> </ul> </li> </ul>				

- Trompenaars
- The GLOBE Project (House et al)

## **2. Models and Evaluation of Intercultural Competence (4 TU)**

- Intercultural Competence Assessment" (INCA)
- "Developmental Model of Intercultural Sensitivity" (Bennet)
- "Intercultural Sensitivity Index" (ISI) – Olsen, Kroger
- "Multicultural Personality Questionnaire" (Van der Zee, Van Oudenhoven)

## **3. Intercultural Communication (8 TU)**

- Communication Models
- Communication styles
  - Explicit/Implicit
  - Direct/Indirect
  - Instrumental/Affective
- Verbal/Spoken Communication
  - Non-verbal Communication
  - Body Language
  - Kinesics
  - Vocal Variety
  - Proxemics

## **4. Intercultural Teams und Leadership (8 TU)**

- Aspects of intercultural teamwork
  - Cultural influences on team processes
  - Expectations and role perceptions
- Motivating Employees across Cultures
  - "Meaning of Work" (MOW)
  - Task and job design
  - Reward systems
- Cultural aspects of leadership
  - Leadership styles in difference cultures
  - Requirements of international managers
  - Decision Making
- Global Virtual Teams

## **5. Intercultural Negotiations (4 TU)**

## **6. Conflict Management (4 TU)**

- Causes of intercultural misunderstandings and conflicts
- Responses in cases of conflict
- The role of face in conflict resolution
- Comparison of different conflict resolution styles

## **7. International assignments (2 TU)**

- Selection of suitable Employees
- Cultural preparation for the assignment
- Phases of acclimatization
- Success factors for international assignments
- Evaluation
- Repatriation

## **8. Effects of culture dimensions in selected professional contexts\* (8 TU)**

- Purchasing and sales
- Recruiting

\*Examples. Precise topics are related to study program.

## **9. Case Studies and Simulations(10 TU)**

4	<p><b><u>Teaching Methods</u></b></p> <p><b>In-class study:</b> Seminar-type lectures, role plays</p> <p><b>Self-study:</b> Reading the literature, practice exercises</p>
5	<p><b><u>Prerequisites</u></b></p> <p>The successful completion of the following modules is recommended:</p> <p>B-IBM 6.1: Modern Human Resource Management</p>
6	<p><b><u>Assessment method(s)</u></b></p> <p>Written Examination: 90 minutes</p>
7	<p><b><u>Prerequisites for the award of ECTS points</u></b></p> <p>A pass in a module is achieved when the overall grade is greater than or equal to 4.0.</p>
8	<p><b><u>Use of this module within the study program</u></b></p> <p>International Business Management: B-IBM 6.4: Current Affairs in Global Business; B-IBM 6.5: International Business Ethics and Sustainability; B-IBM 6.6: Management Game/Entrepreneurial Knowledge and Business Plan</p> <p>International Business Psychology: B-IBM 6.4: Current Affairs in Global Business; B-IBM 6.5: International Business Ethics and Sustainability</p> <p><b><u>Use of this module for other study programs</u></b></p> <p>This module can be used for students in International Business Management and International Business Psychology.</p>
9	<p><b><u>Grade Weighting</u></b></p> <p>Credit Points: 5/180 ECTS-Points</p>
10	<p><b><u>Module Coordinator(s)</u></b></p> <p>Amit Ray</p>
11	<p><b><u>Literature</u></b></p> <ul style="list-style-type: none"> <li>• Hofstede G, J. Hofstede/M. Minkov (2010): Cultures and Organizations, Software of the Mind, 3/e. McGraw-Hill.</li> <li>• Luthans, F./J. Doh (2012): International Management: Culture, Strategy, and Behavior, 8/e, McGraw Hill.</li> <li>• Trompenaars, F./Hampden Turner, C. (2012): Riding the Waves of Culture: Understanding Diversity in Global Business. 3/e, London.</li> <li>• Thomas, D./Peterson, M. (2014): Cross-cultural Management: Essential concepts. 3/e, London.</li> </ul>