

B-IBM 6.5 International and Intercultural Management

Code B-IBM 6.5	Workload 125 h	Duration 1 Semester	Workload 56 h physical synchronous contact hours
Level Bachelor	ECTS-Credits 5	Frequency both WS and SS	0 h online synchronous contact hours
Module Responsibility Prof. Dr. Anke Turner	Teaching Units 56	Language of Instruction English	7 h guided private study hours 62 h private study hours

Courses

B-IBM 6.5.1 International Management	(2 TU)
B-IBM 6.5.2 Intercultural and Negotiation Competences	(2 TU)

Learning Outcomes/Competencies

The students who have successfully completed the module are able to:

- assess the drivers and consequences of globalization from the perspective of different interest groups,
- describe the challenges that current and future transnational organizations face,
- discuss different factors that are influencing cross-border management,
- critically question intercultural theories and framework conditions and use them in order to analyze different cultural situations,
- explain intercultural communication and negotiation practices,
- reflect on their own perceptions in an intercultural environment and
- communicate effectively in oral academic English.

Module Content

IBM 6.5.1 International Management

Basics of International Management

- Requirements of global markets
- Definition of international management and transnational organizations
- Developments of cross-border organizations in emerging markets

Analysis of the International Environment

- Challenges of market analysis in an international context
- Political, economic, industrial, technical and legal environmental conditions
- Ethical and social responsibility in international markets
- Current topics of international trade

Internalization strategies

- Strategy process in companies: an international view
- Selected internationalization strategies
- Market entry models
- International Entrepreneurship and Born-Globals
- Case studies

Governance of Transnational Organizations

- Parent-subsidiary relationships, centralization vs. decentralization
- Organizational structures (e.g. unspecific, separate, integrated, network structures)
- Involvement of relevant stakeholders in the host country
- Case studies

Future Challenges of Transnational Organizations

- For example, challenges in the ethical and sustainable context and in the context of digitization
- Technological developments and their influence on transnational organizations
- Case studies

B-IBM 6.5.2 Intercultural and Negotiation Competences

Thinking about culture

- Introduction and basics of culture
- Target definition of intercultural skills
- Models and evaluation of intercultural competences
- Values and value systems as a cultural characteristic
- Comparison of cultural conditions

Intercultural Communication

- Communication models
- Communication types
- verbal/para-verbal/non-verbal communication
- Barriers and effectiveness of communication
- Presentation, public speaking and meetings
- Intercultural negotiations

Intercultural Teams and Leadership

- Aspects of intercultural teamwork and global virtual teams
- Influence of cultural differences on team processes
- Motivating employees across cultures
- Management styles in different cultures
- Requirements for international managers

Conflict Management

- Causes of intercultural misunderstandings and conflicts
- Reactions in conflict situations
- Comparison of different approaches to conflict resolution
- The role of face in conflict resolution
- Comparison of different conflict resolution styles

International Assignments of Staff

- Selection of suitable employees
- Cultural preparation, integration / acculturation and repatriation
- Phase of acclimatization and culture shock
- Evaluation of international assignments of employees

Learning Activities and Teaching Methods

Physical Synchronous Contact Hours:

Lecture and supervised exercises, as well as application of methods in the form of case studies, group work, simulations and role plays, presentations.

Online Synchronous Contact Hours:

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Guided Private Study Hours:

Prepared learning material in the form of digital literature, learning videos, self-study tests to check your own learning progress, learning tasks as individual or group tasks.

Private Study Hours:

Self-directed preparation and follow-up of courses, literature study, preparation of the presentation.

Pre-Requisites

The successful completion of the following modules is recommended:

B-IBM 1.1 International Business and Strategic Management

B-IBM 6.1 Business English

Assessment Methods and Evaluation Criteria

Students complete this module with an academic presentation. The presentation takes place during the lecture period, the exact date is set by the lecturer. The presentation and the following discussion last for 10–15 minutes.

In addition, a handout (3-5 pages) should be produced outlining the key theses of the presentation and the literature on which this is based. The handout should be submitted to the lecturer by the date of the presentation at latest.

Group work is permitted. The maximum group size is 5 students. In case of group work, it must be possible to clearly define and assess each student's individual performance on the basis of specified sections, page numbers or other objective criteria.

The presentation contributes 65% to the module grade, the handout contributes 35%.

A pass in this module is achieved when the overall grade is greater than or equal to 4.0.

Value of Module Grade for Final Grade

5/170 ECTS credit points in Bachelor's degree programs of the integrated system of the faculty of Business & Media according to §1 (2) PO BT.

5/170 ECTS credit points in Bachelor's programs with an internship semester in the integrated system of the faculty of Business & Media according to §1 (2) PO BT.

Literature

Compulsory Literature

Bartlett, C.A. & Beamish, P.W. (2018). Transnational Management: Text and Cases in Cross-Border Management. Cambridge: Cambridge University Press.

Jackson, J. (2019). Introducing Language and Intercultural Communication (2nd ed.). Abington: Taylor & Francis.

Hill, C.W.L., & Hult, G.T.M. (2019). *Global Business Today* (11th ed.). New York City, NY: McGraw-Hill.

Luthans, F., & Doh, J.P. (2020). *International Management: Culture, Strategy, and Behavior* (11th ed.). New York City, NY: McGraw-Hill.

Further Literature

Andersen, T.J. (2017). *The Responsive Global Organization: New Insights from Global Strategy and International Business*. Oxford: Emerald Publishing Ltd.

Bailey, S. (2017). *Academic Writing for International Students*. Oxford: Emerald Publishing Ltd.

Chong Ho Shon, P. (2016). *How to Read Journal Articles in the Social Sciences* (2nd ed.). Thousand Oaks: SAGE Publications.

Hisrich, R.D. (2016). *International Entrepreneurship: Starting, Developing and Managing a Global* (3rd ed.). Thousand Oaks: SAGE Publications.

Jandt, F.E. (2018). *An Introduction to Intercultural Communication. Identities in a Global Community* (9th ed.). Thousand Oaks: SAGE Publications.

Neuliep, J.W. (2018). *Intercultural Communication. A Contextual Approach* (7th ed.). Thousand Oaks: SAGE Publications.

Powell, M. (2012). *International Negotiations*. Cambridge: Cambridge University Press.

Ting-Toomey, S., & Chung, L.C. (2012). *Understanding Intercultural Communication* (2nd ed.). Oxford: Oxford University Press.

References to multimedia-supported teaching and learning programmes

Extensive, free academic information materials are available on the Internet:

CIA. (2020). The World Factbook. Retrieved from <https://www.cia.gov/library/publications/the-world-factbook/>

Germany Trade & Invest. (2020). GTAI Germany Trade & Invest. Retrieved from <https://www.gtai.de/GTAI/Navigation/DE/welcome.html>

GLOBE Foundation. (2020). GLOBE: Global Leadership & Organizational Behavior Effectiveness. Retrieved from <https://globeproject.com/>

Hofstede Insights. (2020). Hofstede Insights. Retrieved from <https://www.hofstede-insights.com/>

World Values Survey. (2020). World Values Survey Results and Methods. Retrieved from <http://www.worldvaluessurvey.org/wvs.jsp>