# Cross-Cultural Management

## Prof. Yadvinder Singh Rana

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The objectives of the course are threefold. The first aim is to provide students with knowledge and understanding of cultural dimensions that identify people’s thought, reasoning, communication and behavior. The second aim of the course is to provide students with the ability to effectively manage intercultural and distant teams and understand complex international business organizations. Third, the course aims to provide students with an essential Communication, Negotiation and Lateral Leadership model applicable to different multicultural and organizational contexts.

At the end of the course, students will be able to:

* identify and interpret the theoretical and conceptual foundations of cultural dimensions and dynamic cultural frameworks in global contexts and support ethical and sustainable decision making (knowledge);
* identify and interpret the theoretical and conceptual foundations of communication, negotiation and lateral leadership frameworks in global contexts (knowledge);
* develop theoretical and conceptual knowledge on the design and implementation of managerial practices in international organization structures (knowledge);
* analyze, interpret, and evaluate cultural differences and transform them into relevant and actionable knowledge to manage intercultural and distant teams (intellectual skill);
* apply proven theoretical and conceptual knowledge to the design and use of managerial processes in managing intercultural, cross-functional and distant teams in complex multicultural organizational settings (practical skill);
* operate effectively within an international multicultural team in a complex multicultural organizational setting (transferable skill).

***COURSE CONTENT***

Module 1 - Culture

Behavioral cultural dimensions theories (Hofstede, Hall, Trompenaars, Schwartz, Lewis), Dynamic Theories on culture, cultural intelligence, the influence of cultural on ERS

Module 2 – Leading intercultural teams

Definition and analysis of the communication and negotiation process: managing different communication styles. Understanding different multicultural organization structures. How to lead distant, cross-functional and cross-cultural teams.

***READING LIST***

*Required readings*

T. Neeley (2015, October 1). Global Teams That Work. *Harvard Business Review*, *October 2015*. <https://hbr.org/2015/10/global-teams-that-work>

Y.S. Rana, *The 4Ps Framework: Advanced Negotiation and Influence Strategies for Global Effectiveness,* CreateSpace Independent Publishing Platform, 2014 (Chapters 2, 3, 4, 5).

***TEACHING METHOD***

This course will utilize a combination of didactic (face to face) and practical (case studies and simulations) methods to apply and evaluate content discussed in the course. Students will be required to work in pairs and in groups to carry out individual and collective projects and simulations.

***ASSESSMENT METHOD AND CRITERIA***

Students can choose between a multiple assessment route and a single assessment ruote.

*Multiple assessment route*

Students are evaluated as follows: (i) a first written test at the end of module 1, composed of 12 multiple-choice questions combined with a case study and two open questions (weights: 20%, 40%, 40%, respectively); (ii) a second written test (at the end of module 2), composed of a case study; (iii) a group assignment, scheduled in module 2.

The final mark is computed as the weighted mean of the three grades (50% test 1, 25% test 2, 25% group assignment), rounded to the first integer. For a PASS in the multiple assessment route, the two interim written tests and the group assignment are mandatory and must be a PASS. Students who do not pass the multiple assessment route are evaluated according to the single assessment route. Even though attendance is not mandatory for a PASS in the multiple assessment route, it is strongly recommended.

*Single assessment route*

The exam consists of a written test, composed of 4 open questions and 1 case study on the whole program of the course (weights: 15% for each open question and 40% for the case study). Even though attendance is not mandatory for a PASS in the single assessment route, it is strongly recommended.

*Assessment criteria*

The student's preparation is evaluated according to grading scales which are published on Blackboard.

***NOTES AND PREREQUISITES***

*N. ECTS* - 8

*Enrollment requirements* - Basic knowledge of corporate strategy and HR Management is required. Students who do not have such knowledge are responsible for acquiring it to the extent necessary during the course.

*Language of instruction* - English

*Attendance* – Even though attendance is not mandatory for a PASS, it is strongly recommended.

*Associated courses* – Change Management

*International dimension* – International teaching materials are used throughout the course.

*Business connection* - The course makes extensive use of contemporary case studies and role plays. Moreover, testimonials will bring real-world examples of business issues in a global context.

*Professional context* - In professional life, cross-cultural management is highly relevant in a continuously changing global business landscape. The ability to lead and manage intercultural and distant teams, and understand different communication and negotiation approaches, are fundamental skills for global managers.

*Further information* – Additional information regarding the course schedule and delivery, learning assessment, expectation and policies, general announcements, and additional course materials will be posted on Blackboard.