

SOCI 3332 Cross-cultural Management

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Short Bio – Jane Rösel

Australian born and educated, I lived and worked in Australia for many years before moving to Germany with my husband and children. My high school teaching background served me well when I transferred to tertiary education 20 years ago. At that time I also started my own language consultancy business and have worked as a language consultant to companies such as BASF, ABB, Alstom Power and Siemens as well as smaller firms across Germany.

Course Description

We begin with a close analysis of the dimensions of culture and their impact on the individual, society, social interaction and communication, as well as some of the barriers to effective communication. We go on to examine interculturality and cultural identity in the light of migration, globalization and bias. There will be a particular focus on corporate culture and business communication with regard to managing cultural diversity in the workplace and the skill sets required of those in leadership roles.

The company visits should expose the students to the practical side of cross-cultural communication in the workplace.

Course Objectives

In this course, students will develop a keen awareness of the implications of cultural differences in general and, more specifically, in the global workplace. Theoretical input will provide opportunities to learn about cultural norms, the specificity of multicultural communication events and the barriers to effective communication in culturally diverse settings. Students will also have the opportunity to expand their knowledge, abilities, skills and intercultural competence to interact more effectively and sensitively with people from other cultural backgrounds.

Learning outcomes:

1. Understand basic concepts and theories of culture and communication
2. Be sensitive to the requirements of multicultural teams
3. Accept differences in culture-based value systems and adapt accordingly
4. Recognize and avoid barriers to successful communication in culturally diverse situations
5. Develop and implement effective communication strategies in a corporate setting

Class Schedule and Sequence of Instruction

Lecture	Date	Content
1	Sept 30 12.-13.45	Course outline incl. assessment plan Topic: What is communication? What is Culture? Reading: CCM ch 2
2	Oct 01 12.-13.45	Topic: Cultural Systems Reading: CCM chs 2 & 4 Presentation: Wine industry in the Heidelberg area
3	Oct 07 12.-13.45	Topic: Hall's high/low context Reading: BC chs 4-7 Presentation: Worms
4	Oct 14 12.-13.45	Topic: Culture – Hofstede's taxonomy Reading: COSM ch 3
5	Oct 15 12.-13.45	Topic: Meyer's scales German culture case study Reading: TCM - scales Presentation: Berlin
6	Oct 17 12.-13.45	Topic: Case Study Analysis – other countries
7	Oct 21 12.-13.45	Topic: What is Globalization? Using new media for global business Reading: CCM ch 1 Presentation: SAP
8	Oct 22 09.-10.45	Topic: What is intercultural competence? Reading: <i>Working effectively across cultures</i>
9	Nov 04 09.-10.45	Topic: Barriers to communication Ethnocentrism, cultural bias and stereotyping Reading: CCM pp 38-39; 72-73 Presentation: Audi
10	Nov 05 09.-10.45	Topic: Barriers to communication Misunderstandings of verbal and non-verbal cues Intercultural rhetoric Reading: CCM ch 6
11	Nov 11 09.-10.45	Topic: Communication & negotiation styles Reading: CCM pp 111-115; 125-131s 7 & 8

		Presentation: BASF
12	Nov 12 09.-10.45	Topic: What is corporate/ organizational culture? Reading: TCM pp 143-144 MP ch 1
13	Nov 21 09.-10.45	Topic: Management styles Trompenaars 4 management models and management styles Reading: TCM ch 4 MP ch 6
14	Nov 25 09.-10.45	Topic: What is diversity management? Cultural diversity – implications for teams Reading: CCM ch 8 TCM pp112-114 <i>Understanding other cultures in the workplace</i> Presentation: Heidelberger Druckmaschinen
15	Nov 26 09.-10.45	Topic: What is diversity management? continued Reading: TCM pp 50-59; 71-88 <i>We or I?</i>
16	Dec 02 09.-10.45	Topic: Overseas assignments Culture shock & reverse culture shock Reading: CCM ch 10 Presentation: Ladenburg
17	Dec 03 09.-10.45	Topic: Overseas Assignments Selection criteria Reading: CCM ch 10
18	Dec 05 09.-10.45	Topic: Are you interculturally fit for business? Reading: CCM pp 230-233 Presentation: Mercedes Benz
19	Dec 09 09.-10.45	Group Presentation
20	Dec 10 09.-10.45	Exam

The abbreviations marked in **red** are used in the Reading references in the course outline.

Hall, E. (1976). Beyond culture. Garden City: Anchor Press. **BC**

Hofstede, G., Hofstede, G. J. & Minkov, M. (2010). Cultures and Organisations. Software of the Mind Mc Graw-Hill, USA. **COSM**

Hofstede, G. (2001). Culture's Consequences – Comparing Values, Behaviors, Institutions and Organizations across Nations. Thousand Oaks: Sage.

Hofstede, G. (1980). Culture's Consequence: International Differences in Work Related Values. Beverly Hills, CA: Sage.

Hofstede, G. (1993). Culture's Constraints in Management Theories. Academy of Management Executive, 7, 81-94

Lewis, R.D. (2005). When Cultures Collide: Leading across cultures. New York: Random-House. **WCC**

Meyer, E. (2014) The Culture Map. Public Affairs, USA **TCM**

Thomas, David C. & Peterson, Mark F. (2015) Cross Cultural Management: Essential Concepts, 4th Ed., Sage. **CCM**

Trompenaars, F. & Hampden-Turner, C. (2004) Managing People Across Cultures, Capstone Publishing Ltd, UK **MP**

Grading

A - Achievement that is outstanding relative to the level necessary to meet course requirements.

B - Achievement that is significantly above the level necessary to meet course requirements.

C - Achievement that meets the course requirements in every respect.

D - Achievement that is worthy of credit even though it fails to meet fully the course requirements.

P - Achievement that is satisfactory, which is equivalent to a C- or better (achievement required for a P is at the discretion of the instructor but may be no lower than equivalent to a C-.)

NP - Represents failure (or no credit) and signifies that the work was either (1) completed but at a level of achievement that is not worthy of credit or (2) was not completed and there was no agreement between the instructor and the student that the student would be awarded an I (see also I).

I (Incomplete) - Assigned at the discretion of the instructor when, due to extraordinary circumstances, e.g., hospitalization, a student is prevented from completing the work of the course on time. Requires a written agreement between instructor and student.

Grading Scale (Based on points)

95 – 100 A	77 – 79 C+	59 – Lower	F
90 – 94 A-	74 – 76 C		
87 – 89 B+	70 – 73 C-		
84 – 86 B	67 – 69 D+		
80 – 83 B-	60 – 66 D		

Exams

Final	40%
Class Participation	10%
Class Mini-Presentation	10%
Presentation	40%

Group Presentation

Item	Points (100%)
Cover Sheet	5
Correct Spelling	5
APA Format (6 th Ed.)	10
Grammar	15
Content	25
Adequate & Clear Conclusion	10
References (APA)	5
Presentation	25



Other Regulations and Policies

Attendance and Participation

Attendance and active classroom participation are required of each student. Tests will cover for all course material provided through lectures and presentations, readings, discussions, cases, and videos during class. **Absences and/or a lack of participation in discussions will impact negatively on the final grade.** Each student is responsible for all material covered and/or assigned and any announcements made in any class session, whether student is present or not. Group activities require all students to participate and contribute to group discussions and projects.

Students are expected to come to class on time and to have read assigned material before class. There may be an occasional pop quiz to verify whether students have read the assignments before class.

All work must be turned in on time. Late work may be accepted but points will be taken off if work is not turned in to instructor when it is due. At all times, in class and group discussions, students are expected to respect contributions, questions, and opinions of other people. Demeaning others in any way is not acceptable.

Scholastic Dishonesty

You are expected to do your own academic work and cite sources as necessary. Failing to do so is scholastic dishonesty. Scholastic dishonesty means plagiarizing; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; altering, forging, or misusing a university academic record; or fabricating or falsifying data, research procedures, or data analysis.

If it is determined that a student has cheated, he or she may be given an "NP" for the course, and may face additional sanctions from the Study Center.