

## SOCI 3332 Cross Cultural Management

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### Course Description

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This course is designed to provide students with a comprehensive overview on the state of the art of cross cultural management and how cultural differences influence business culture (e.g. in Germany). Students will be able to develop a deep intercultural understanding.

We will also have a closer look at local companies by preparing the excursions to the companies such as BAFS, SAP, Mercedes, etc. Additionally, guest lecturers will be invited to talk about hands-on practice and to enable the students to involve in a discussion with experts in their field.

### Course Objectives

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In the first part of the module, we examine the impact of culture and communication in international settings and discuss basic models and theories. Topics include social and cultural norms and show the linguistic and cultural specificity of multilingual communication. The presented theories will be combined with an experiential approach in order to develop the student's comprehensive competence in communication across cultures, which is a combination of knowledge, skills, abilities and initiatives of the individual, necessary to establish the interpersonal contact with a person speaking another language or from another background. In the second part we have a look on how these concepts and learnings can be transferred into corporate settings.

Additionally, we will have a closer look at companies and company culture in Germany and Europe by investigating how local companies and businesses operate. These companies will be visited throughout the term as part of the ESC excursion program.

Learning outcomes:

By the end of the module, students will be able to:

- ... understand the basic concepts and theories of culture and communication,
- ... analyze differences in cultures and value systems,
- ... comprehend the processes translating cross cultural management theories into various forms and types of communication and organization's performance
- ... understand how German companies operate
- ... be able to apply the theories and models discussed to actually companies and business in the area.

## Class Schedule and Sequence of Instruction

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Lecture	Date	Content
1	11.02.2018	<p><b>Introduction to the course: Basic concepts of communication and culture</b></p> <ul style="list-style-type: none"> <li>• Presentation of course structure; group formation for assignments</li> </ul> <p>ICC: Chapter 1: Why study Intercultural Communication</p>
2	18.02.2018	<p><i>Student presentations on Audi and Frankfurt Stock Exchange</i></p> <p><b>Intercultural competence and cultural identity</b></p> <p>ICC: Chapter 3: Culture, Communication, Context and Power &amp; Chapter 5: Identity and Intercultural Communication IIC: Chapter 2: Defining Communication as an Element of Culture</p>
3	25.02.2019	<p><i>Student presentation on SAP</i></p> <p><b>Perception of cultural differences and cultural dimensions (GLOBE)</b></p> <p>IIC: Chapter 3: Culture's influence on Perception &amp; Chapter 7: Dimensions of culture</p>
4	04.03.2019	<p><b>Cultural shock and stereotypes, values and beliefs</b></p> <p>IIC: Chapter 4: Barriers to Intercultural Communication</p>
5	11.03.2019	<p><i>Student presentation on BASF and Mercedes Benz</i></p> <p><b>Cross cultural and nonverbal communication</b></p> <p>IIC: Chapter 5: Nonverbal Communication</p>
	18.03.2019	Strasbourg Symposium (no class)
6	25.03.2019	<p>Test I</p> <p><b>Global Strategic Management</b></p> <p>CCM: Chapter 1: Introduction: The Challenging Role of the Global Manager &amp; Chapter 5: The Manager as Decision-Maker: Cross-Cultural Dimensions of Decision-Making</p>
7	01.04.2019	<p><b>Intercultural teamwork and conflict management</b></p> <p>CCM: Chapter 8: The Challenge of Multicultural Work Groups and Teams ICC: Chapter 11 Culture, Communication and Conflict</p>

		<b>International assignments and trainings</b> CCM: Chapter 10: The Challenge of International Assignments
8	08.04.2019	<b>Leadership in multinational settings</b> Schein (2010): Organizational culture and Leadership (chapter 3) CCM: Chapter 7: The Manager as Leader: Motivation and Leadership Across Cultures <b>Business Culture in Germany</b>
	15.04.2019	Spring Break (no class)
	22.04.2019	Easter Monday (no class)
9	29.04.2019	<i>Last Class</i> Test II <b>Course wrap-up: Current issues and future challenges (guest speakers as appropriate)</b> CCM: Chapter 11: The Challenge of Managing Across Cultures in the Future
10	06.05.2019	<b>Final presentations</b>

## Required Textbooks and Materials

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### Required Textbooks:

- Intercultural Communication in Context, Judith Martin & Thomas Nakayama, McGraw-Hill. (referred as **ICC**, available at ESC library)
- An Introduction to Intercultural Communication, Fred Jandt, Sage. (referred as **IIC**, available at ESC library)
- Thomas, David C. & Peterson, Mark F. (2015) *Cross Cultural Management: Essential Concepts*, 4th Ed., Sage. ISBN9 78-1506340708 (referred to as **CCM**, please acquire the book)

### Further recommended literature

Benett J. & Benett M. (Ed.) (2004). *Handbook of Intercultural Training*, 3<sup>rd</sup> Edition. Sage Publications, USA.

Erez, M. (2011). Cross-cultural and global issues in organizational psychology. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology, Vol 3: Maintaining, expanding, and contracting the organization*. (S. 3-50). Washington, DC US: American Psychological Association.

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

Hecht, M., Andersen, P., & Ribeau, S. (1989). Cultural dimensions of nonverbal communication. In M. Asante, & W.B. Gudykunst (Eds.), *Handbook of international and intercultural communication*. Newbury: Sage.

Hofstede, G. & Hofstede, J. (2005). *Cultures and Organisations*. Mc Graw-Hill, USA.

- 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.
- House, R., Hangens, P., Javidan, M., Dorfman, P., Gupta, V., GLOBE Associates (2004). *Leadership, Culture, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage.
- Leung, K. & Peterson, M.F. (2011). Managing a globally distributed workforce. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology, Vol 3: Maintaining, expanding, and contracting the organization*. (S. 771-805). Washington, DC US: American Psychological Association.
- Lewis, R.D. (2005). *When Cultures Collide: Leading across cultures*. New York: Random-House.
- Milliman, J., Nason, S., Gallagher, E., Huo, P., Von Glinow, M.A., & Lowe, K.B. (1998). *The impact of national culture on human resource management practices: The case of performance appraisal*. *Advances in International Comparative Management*, 12, 157-183.
- Schein, E.H. (2010). *Organizational culture and leadership*. San Francisco: Jossey-Bass.
- Schein, E.H. (1991). What is Culture? In Frost, P.J., Moore, L.F., Louis, M.R., Lundberg, C.C. & Martin, J. (Eds.): *Reframing Organizational Culture* (S. 14-25). Beverly Hills: Sage.



## Grading

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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

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A two mid—term tests will be administered. Both examinations will entail a set-pattern of essays and other short responses to certain relevant questions. The exams will be based primarily on the lectures and contents of the accompanying course literature.



## Final Group Project, Paper and Presentation

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Each team will have the task to prepare two presentations in the course of the semester.

1. Your team will prepare a short (10 minutes) presentation on one of the companies or sites that are being visited on the ESC excursions, prior to the respective excursion. Companies include BASF, SAP, Audi; sites include the Frankfurt Stock Exchange, Mercedes Benz Museum, and more.
2. Your team will plan, design, and deliver a cross-cultural training program, designed to train expatriates for their next job assignment in a foreign country of your choosing (outside North America).

Final presentations will occur toward the end of the term, as outlined in the course schedule.

Attendance by all students is MANDATORY during final presentations, and failure to attend and engage in the discussions will result in deducted points from the peer evaluation grade. Do not make plans to be elsewhere on presentation days, regardless of whether you are presenting or not. More details will be outlined in class.

## Evaluation of Student Performance

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Group Project	30%	(20% Paper + 10% Presentation)
Group Presentation	20%	
Participation	10%	
Test I	15%	
Test II	20%	
Peer Evaluation	5%	
<b>TOTAL</b>	<b>100%</b>	



## Other Regulations and Policies

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### 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.