



School of Global Affairs
BUS 303-AIX 1
Intercultural Management
202425 Fall

Course Details

Credit Hours: 3

Days: Mondays and Wednesdays

Time: 15:30-16:55

Prerequisites: Some knowledge of Business

Instructor Information

Nitin Beeharry

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Course Description

Fast-paced changes in the global workforce, from monocultural/monolingual to multicultural/multilingual work environments, has deeply affected the needs of global business, requiring new, innovative management strategies as the hiring of global nomads and experienced expatriates shifts companies and organizations. This course will raise awareness on how best to manage innovative and intercultural human resources to achieve new 21st century goals in diversity, equity and inclusion and present new solutions to the challenges and opportunities that international work forces can generate.

Course Objectives

- Give each student a background in intercultural theories, contemporary examples of innovative breakthroughs and a strategic vision of recently developed communication skills so as to be prepared for the changing landscape of talent and competencies management.

Learning Outcomes

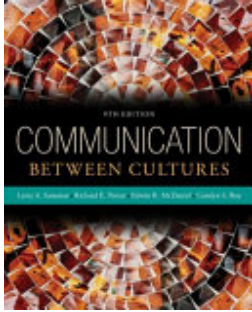
1. Effectively communicate and collaborate with individuals from diverse cultures.
2. Apply critical thinking skills and utilize key competencies in managing intercultural situations.
3. Generate solutions to complex management challenges in the field of intercultural management.
4. Gain a comprehensive understanding of how culture influences decision-making and interpersonal relationships.
5. Acquire knowledge about the global landscape and the strategies organizations employ to thrive in international settings.
6. Develop a broader perspective by exploring and appreciating the languages, cultures, and histories of local communities, as well as their connection to global issues.
7. Engage in critical analysis of cultural and social differences, recognizing and examining power structures that contribute to hierarchies and inequalities based on factors such as race, ethnicity, gender, nationality, religion, or social class.

Instructional Methods and Activities

- a) Readings in preparation for the classes
- b) Lectures and interviews
- c) Group projects on different chosen topics
- d) Personal diaries

Primary/Required Textbooks and Materials

Communication Between Cultures
ISBN: 9781285444628

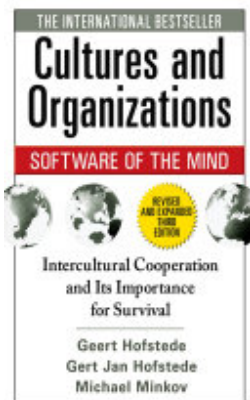


Authors: Larry A. Samovar, Richard E. Porter, Edwin R. McDaniel, Carolyn Sexton Roy
Publisher: Cengage Learning
Publication Date: 2016-01-01

Recommended/Optional Materials



The Hidden Dimension
ISBN: 9780385084765
Authors: Edward T. Hall
Publisher: National Geographic Books
Publication Date: 1990-09-01



Cultures and Organizations: Software of the Mind, Third Edition
ISBN: 9780071770156
Authors: Geert Hofstede, Gert Jan Hofstede, Michael Minkov
Publisher: McGraw Hill Professional
Publication Date: 2010-05-24

Principles of Management
ISBN: 9786762194553
Authors: Openstax, David S. Bright, Anastasia H. Cortes
Publication Date: 2022-03-25



Assessment, Evaluation, and Grading

Attendance and participation in class: 10%

Continuous Assessments: 30%

Mid-term examination (in-class): 30%

Final examination (in-class) or final paper (10 pages) 30%

Grading System/Grade Distribution

Grading System/Grade
Distribution

U.S	ACM	French Equivalent
95-100%	A	17-20
90-94%	A -	16
88-89%	B+	15
84-87%	B	14
80-83%	B-	13
78-79%	C+	12
74-77%	C	11
70-73%	C-	10
68-69%	D+	9
64-67%	D	8
60-63%	D-	7

U.S	ACM	French Equivalent
0-59%	F	0-6

Attendance

One of the primary requirements this semester is that you attend class. This is not a lecture class; it's essential that you come to class on time, be prepared for the lesson, and be ready to participate in discussions and activities. Attendance will be part of your final grade. Any absences can harm your final grade. It will be up to the student to manage and communicate with professors about their absences. For every absence, your final grade may be lowered by one half-letter grade (B+ to become a B, B to become B-, and so on). ACM-IAU professors are empowered to impose academic sanctions (including a lowered grade or even failure) upon students for unexcused absences, frequent tardiness, work submitted late, or any other actions or behaviors that violate ACM's academic standards and policies.

Academic Policies

All students are responsible for reading, knowing, and understanding the information pertinent to their areas of study available in the ACM Catalog. The catalog contains requirements for all degree programs, course descriptions, academic policies, and regulations that govern ACM. All parts of the catalog are subject to annual changes as university rules, policies, and curricula change. It is your responsibility to keep informed of such changes; failure to do so will not exempt you from whatever penalties you may incur. Catalogs are published from August through July.

Review the latest catalog at: <https://www.acmfrance.org/academics/catalog>

Schedule of Classes and Assignments

Classes on Mondays and Tuesdays 15:30-16:55

Week	Topics	Activity
1	Presentation of course: expectations and outcomes, syllabus, calendar, materials, personal diary and interviews, assessment.	Individual assessments Q&A session Creation of working groups Determining our group work ethics
2	Introduction to Intercultural Management: history of	Case studies and

	concepts, new research, changing paradigms.	presentations
3	Review of the most recent advances in Intercultural Management: comparison between the theories of yesterday and today and their applicability to contemporary cultural codes	Case studies and presentations
4	The Business of Culture: has the cultural aspect of management become a business?	Case studies and presentations
5	AIRBUS vs BOEING International and Intercultural Rivals	Case studies and presentations
6	Midterm week	
7	Intercultural strategies for sustainability: conflict management, negotiations, transparency, generating trust, risk assessment, respect for diversity	Case studies and presentations
8	Intercultural Talent Management Communicating in an intercultural environment: The dangers of translation, the power of words and the use of English as a Lingua Franca	Case studies and presentations
9	The biggest mistakes ever made in intercultural management: unconscious bias, stereotyping, my culture is better than yours, lack of awareness. Intercultural Awareness and Social Networks: are younger generations more global-minded?	Case studies and presentations
10	Stereotypes and their Impact on Performance Professional Development in International Groups Intercultural competence, international markets, global and local cultures: how are these interdependent?	Case studies and presentations
11	Diversity, discrimination et employment Western views of Intercultural Management and the rest of the world Ethics and Compliance: how they are affected by cultures.	Case studies and presentations
12	Culture-specific Intercultural Management Styles: Can there be a Global Intercultural Management?	Case studies and presentations
13	Finals Week	