

 <b>GRENOBLE ECOLE DE MANAGEMENT</b>	<b>Grenoble Graduate School of Business</b>  <b>Intercultural Business Skills</b>	<b>Syllabus</b>
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<b>Program/ Intake</b>	Bachelor in International Business - 2014-2017	<b>Academic Year</b>	2016-2017
<b>Module Supervisor</b>	Louisgrand Nathalie	<b>Department</b>	HOS

<b>Contact Hours</b>	15.0 hours	<b>Total Study Hours</b>	45.0 hours	<b>Coefficient</b>	0.5	<b>ECTS Credits</b>	2.5	<b>US Credits</b>	1.25
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<b>Module Description</b>	<p>In order to operate successfully in today's increasingly complex global marketplace, international managers are required to possess greater awareness, sensitivity and flexibility in dealing with intercultural issues.</p> <p>This course begins with an overview of the various approaches to addressing culture. It evokes the different levels at which culture manifests itself: national, corporate, individual value systems etc. The sessions expose the different theoretical paradigms addressing culture found in current literature and how they manifest themselves in a corporate environment. Students will also address how culture impacts various aspects of business such as international business relations, trust building, performance of multicultural teams, conflicts and conflict resolution and, most importantly, communication.</p> <p>The module will also deal with the acquisition and mastery of the skills required for successful management of a multi-national enterprise. Specifically, we shall explore competencies such as adaptability, empathy, effective communication, analytical ability and emotional intelligence as they relate to the execution of managerial functions such as global staffing, expatriate training, decision making, and more.</p> <p>Main topics to be covered:  Day 1: Culture (general), definitions, Hofstede  Day 2: Intercultural Communication  Day 3: International Negotiation and Decision Making  Day 4: Staffing of global operations, the ExPat manager, managing international teams, Cultural Intelligence  Day 5: Motivation and Leadership in a global context</p>
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<b>Module Learning Outcomes</b>	<p>The learning outcomes of this course are many. At the end of the module, students should be able to:</p> <ul style="list-style-type: none"> <li>- Show greater awareness of what it takes to work effectively as part of a multi-cultural team</li> <li>- Demonstrate awareness of one's own culture, its limitations and its assumptions</li> <li>- Display understanding of the nature and significance of cultural similarities and differences, and how they manifest themselves in a work environment</li> <li>- Apply the skills of adaptability, empathy, effective communication (including active listening), situational analysis and emotional intelligence to real-life managerial situations encountered in the workplace.</li> </ul>
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<b>This module has a high level of contribution to the following learning goals for the program</b>
<p><b>Learning goal 1 : Is able to adapt, evolve and cooperate in an international and/or culturally diverse environment</b></p> <p>Demonstrates comprehension of economic differences and the global business environment  Has developed a sense of intercultural awareness, tolerance and respect  Has developed the ability to work effectively as part of a multi-cultural team</p>

<b>Teaching Method</b>	<p>The course will be conducted in an interactive, problem-based learning seminar format, including the use of:</p> <ul style="list-style-type: none"> <li>• Theory presented by instructors</li> <li>• Readings</li> <li>• Group discussions</li> <li>• Case Studies</li> <li>• Videos</li> </ul>
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• Examination : 60 %</li> <li>• Continuous Assessment : 40 %</li> </ul> <p>Evaluation via inside and outside-class activities, quizzes, group work, written assignments Closed-book examination</p>
<b>Textbook</b>	<p>Schneider, S.C.; Barsoux, J.L. and Stahl, G.K. (2014) Managing across cultures, Third Edition, Prentice Hall.</p>
<b>Bibliography</b>	<p>Adler, N. International Dimensions of Organizational Behavior, Ontario: South-Western Publishing, 2002.</p> <p>Goleman, Daniel. Working with Emotional Intelligence. New York: Bantam, 1998.</p> <p>Hall, Edward T. The Silent Language, NY, 1959, The Hidden Dimension, NY, 1966, Beyond Culture, NY, 1976, The Dance of Life, NY, 1983</p> <p>Hall, Edward T. and Mildred Reed Hall. Understanding Cultural Differences, Germans, French and Americans Intercultural Press, 1990.</p> <p>Hofstede, Geert. Cultures and Organisations, Software of the mind, Intercultural Co-operation and its Importance for Survival, Beverly Hills: 1991</p> <p>Lewis, Richard D. When Cultures Collide: Managing Successfully Across Cultures, London: Nicolas Brealey Publishing, 1999.</p> <p>Lewis, Richard D. The Cultural Imperative: Global Trends in the 21st Century. London: Intercultural Press, 2007.</p> <p>Rosenzweig, Philip M. National Culture and Management. Harvard Business School Note. Cambridge, MA USA 1994.</p>
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