



[CCM] CROSS-CULTURAL MANAGEMENT

Introduction

Business activities today easily go across national border. Many companies form partnership and acquire operating units in a global scale. At an individual level, we all have heard stories telling how business people today coordinate activities with colleagues in subsidiaries situated in several countries, travel intensively to visit business partners in different continents, and negotiate contracts with suppliers or clients of different cultural backgrounds. Many of us are living such stories ourselves. As the world becomes more and more internationally connected, the need to understand people from different cultures and how to interact appropriately with them also increase. Facing the headwind of increasing geopolitical tensions and pressure for de-globalization, the need for fostering deeper understanding among people from different cultures and developing competences for effective collaboration is even more critical today. Anecdotes about success and failure in intercultural encounter abound, however, how to develop intercultural competences that help people be more aware of their own culturally based perceptions, norms, and patterns of thinking, and consequently adapt their behaviors according to specific cultural contexts remains a huge challenge for leaders.

This course is designed to provide focused learning on key cross-cultural issues and to enhance intercultural effectiveness of global business leaders. Specifically, we will introduce a comprehensive model that incorporates aspects of knowing, doing, and being for global leadership development. Intercultural competences such as awareness, knowledge, and skills will be developed in the course through cases discussion, lecture, simulation exercise, and knowledge sharing.

Objectives

The objective of this course is to prepare participants as global leaders with the intercultural competences to face cultural challenges embedded in the increasingly globalized business activities. Based on the vision described above, the course aims to help participants develop skills and capabilities to function effectively in multicultural contexts. By the end of the course, participants should be able to identify the complex, multidimensional socio-cultural factors inherent in international business activities. We expect participants to be equipped with adequate mindset in continuous learning about different cultures at the completion of this course, and the capabilities to play the role of “cultural bridge” in

international business activities in the future.

More specifically, the course aims to develop:

- general cultural competences which can facilitate one to cultivate adequate mentality in entering intercultural encounter,
- understand cultural differences, and develop proper behaviors according to the cultural context
- specific cultural knowledge in specific regions such as Asia and Singapore (where the course will take place), plus other cultures covered by the course materials.

Learning Outcomes

- Higher level of cultural awareness
- Knowledge and tool for cultural mapping
- Deep-level cultural knowledge
- Development of a bridging mindset
- Enhanced skills in cultural bridging and handling cultural differences
- Capabilities in making situational judgment about bridging strategy

Competences

General Competences

- To work on a team in multicultural business environments, inspiring trust in colleagues and partners, commitment to achieving the objectives, and delegating tasks and decisions.
- To understand and apply the mechanisms that generate an atmosphere of cooperation, communication, and trust among the members of a team or organization.
- To anticipate and evaluate particularly tense situations in order to maintain personal equilibrium and act objectively and coherently.
- To acquire the vision of a global citizen when dealing with the multicultural aspects present in the international market.

Specific Competences

- To understand and apply conflict-resolution techniques and skills in multicultural organizational environments.

Content

Specify the main topics or areas covered in the course. This is an overview of the content, sessions details don't need to appear here as they are on the course outline section.

Recommended Articles

- Brett, J., Behfar, K., & Kern, M. C. (2006). Managing multicultural teams. Harvard Business Review, November, 2006.
- Lee, Y.-T., & Liao, Y., (2015). Cultural competence: Why it matter and how you can acquire it.

IESE Insight. 3rd Quarter, 23-30.

- Meyer, E. (2014). Navigating the cultural minefield. Harvard Business Review, May, 119-123.
- Neeley, T. (2015). Global teams that work. Harvard Business Review, October, 75-81.
- Trompenaars, F. & Woolliams, P. (2011). Lost in Translation. Harvard Business Review, April.

Recommended Books

- Steers, R. M., Nardon, L., & Sanchez-Runde, C. J. (2016). Management across Cultures: Developing Global Competencies. Cambridge University Press.

Methodology

We will use the combination of the following methods to facilitate the learning:

- Case discussion
- Interactive lecture
- Experiential learning and visit about culture
- Reflection essays and knowledge sharing

Evaluation

Your grade for the course will be based on the following parts:

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| • Class participation (Online & Residential Module) | 35% |
| • Individual assignments (Preparation and Consolidation) | 40% |
| • Group assignment (Consolidation) | 25% |