2.4.2 Intercultural Management Training

Lecturer	▪ Dr. Michael Buchmann
Contents	▪ Why and what is 'Intercultural Management'? ▪ 'Culture' in the sense of 'business culture', 'corporate' or 'leadership culture' and 'national management culture'; its strong impact on business and management performance ▪ 'Culture standards', factors of variations, changes over time ▪ Behavior triangle and interaction of 'culture', 'context' and 'individual' ▪ Cultural competence as a key factor for international business success ▪ Systems and indicators to measure and describe different (management) cultures ▪ Survey of individual values of participants, comparisons with cultural values ▪ Dimensions of culture (Hofstede, Hall) ▪ Hofstede's 5 dimensions of culture; references to Hall, Trompenaars, Globe ▪ Global distribution and tendencies of management cultures: a global culture map, underlying factors ▪ Illustrations and examples from and reference to countries of participants ▪ Applications ▪ Specific implications for international management, like ▪ - Communication, conflict management ▪ - Hierarchy and leadership ▪ - International business interactions ▪ - Leveraging intercultural polarities –process and tools for international management and cooperation ▪ - Leveraging intercultural polarities –process and international management ▪ - Examples, critical incidents, exercises and tasks throughout ▪ - Case study
Course Objectives	▪ Cultural differences are mainly based on different living conditions and vital experiences regarding the natural and human environment and people´s adaption to those over time. The objective of this course is to understand the essential differences and the consequences for the people´s behavior and intercultural interactions. Culture appropriate behavior greatly increases success in international management and cooperation. Participants acquire a clear and manageable system to tell and successfully interact with cultural differences.
Learning Targets/ Skills	▪ The participant ▪ is aware of and accepts basic cultural differences, including his/her own cultures and individual patterns. ▪ knows major consequences regarding culturally different ways to perspective 'reality', think, behave and act in selected fields of life and business. ▪ develops ways for more effective intercultural interactions.
Pre-Requisites	▪ Open mindedness.
Teaching Method	▪ PowerPoint presentations and lectures with frequent examples, discussions with and contributions by participants, individual survey, exercises and short cases
Course Material	▪ Lecture notes and presentations
Literature	▪ Geert Hofstede: Cultural Dimensions for Project Management, in J. O. Riis, J. Lauridsen, M. Fangel, S. Hildenbrandt and F. Runge (eds): Project Management – Tools and Visions, Proceedings of the 7th Internet Worl Congress 1982, Volume G-K, Copenhagen, The Danish Technical Press, 1982, 683-700, Also in International Journal of Project Management, Vol. 1, no. 1, 1983, 4-48 ▪ Nancy J. Adler with Allison Gundersen: International Dimensions of Organizational Behavior, Thomson Higher Education, Mason OH USA, 5th ed. (international student edition) 2007. ▪ Geert Hofstede, Gert Jan Hofstede, Michael Minkov: Cultures and Organizations: Software of the Mind – Intercultural Cooperation and its Importance for Survival, revised and expanded 3. ed., Mc Graw Hill 2010.