INTERNATIONAL SUMMER SCHOOL 2022

SYLLABUS

Academic year 2021/2022

International Summer School 2022

Academic and language requirements

Courses are open to Undergraduate and Graduate students providing that applicants have the **pre-requisites** specified in the course's syllabus.

Courses are taught and assessed in English. For non-native speakers of English, B2 (CEFR) or equivalent (TOEFL IBT 72, IELTS 5.0, TOEIC 750) is highly recommended.

Additional information

For details about study programmes offered by EM Normandie please contact:

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Summer School 2022
Paris Clichy from 18 to 28 July

COURSE TITLE	WORKING IN MULTICULTURAL TEAMS AND ENVIRONMENTS		
Session and Campus	Paris Clichy – From 18 to 28 July 2022		
Teaching delivery	On campus, attendance mandatory		
Workload (1h = 60 min)	30 class-hours + Independent learning hours	ECTS credits	6
Professors	Muriel Durand (PhD), associate professor of intercultural management, mdurand@em-normandie.fr Nabil Ghanous (PhD), professor of intercultural management, nghantous@em-normandie.fr		
Pre-requisite(s) for attending the course	NA		
Learning goal(s)	This course contributes to the following learning goals of the program: ▪ To manage teams ▪ To evolve in a globalized world		
Learning objective(s)	This course contributes to the following learning objectives of the program: ▪ To support and listen to team members on a daily basis, develop individual and collective skills with the support of the Human Resource department ▪ To manage self and others for a responsible and ethical management ▪ To work in a multicultural team and/or environment ▪ To work in a team remotely		
Learning outcome(s)	By the end of this course, participants will be able to: ▪ Explain the challenges of working in multicultural teams and environments ▪ Explain the concept and distinguish the different levels of culture ▪ Analyze their own and other cultures using established culture analysis models ▪ Analyze the impact of culture on human behavior ▪ Identify the underlying mechanisms to intercultural interactions and discuss their impact ▪ Demonstrate cultural intelligence in situations of intercultural interaction		
Course description	**Contents:** In today's international and ultra-globalized environment, it is essential to prepare future managers to work effectively by developing cultural sensitivity and multicultural skills. This course provides students with the theoretical and practical knowledge to recognize the role of culture in the functioning of individuals and teams and the existence of cultural differences in the conduct and management of international businesses. It equips students with effective intercultural skills to be aware of, anticipate and solve problem these cultural issues. The course will cover the following main topics: - What culture is and how we can analyze one's own and other people's cultures - The mechanisms at play within intercultural interactions, mainly: social categorization, stereotyping and prejudice, and self-reference criterion - The interplay between culture and identity, mainly through the lenses of social identity theory, ethnocentrism and cosmopolitanism, and acculturation - Intercultural communication competence - The nature and challenges of multicultural teams - Expatriation and adjustment		

	Methods: This course uses a variety of active learning approaches, including role play and case studies. It requires students to review the learning material (readings, podcasts, and videos) before coming to class, to actively participate in class activities, and to engage in introspection on their own culture-bound practices.
Teaching Material	Case studies and readings will provided by the instructors to students at the beginning of the session.

Evaluation criteria	**Continuous assessment**: 40% Class work, including case study discussions, participation in class activities, team and individual exercises	**Final assessment**:60% Open book case study analysis, with requirements similar to those discussed in class

Recommended readings	Recommended textbooks on intercultural management: - Barmeyer, C., Bausch, M., & Mayrhofer, U. (2021). Constructive Intercultural Management: Integrating Cultural Differences Successfully. Edward Elgar Publishing. - Browaeys, M-J., & Price, R. (2019). Understanding Cross-cultural Management. 4th ed. Pearson - Thomas, D. C., & Peterson, M. F. (2016). Cross-cultural management: Essential concepts. 4th ed. Sage Publications. Articles: - Bing, J. W. (2004). Hofstede's consequences: The impact of his work on consulting and business practices. Academy of Management Perspectives, 18(1), 80-87. - Earley, P. C., & Mosakowski, E. (2004). Cultural intelligence. Harvard business review, 82(10), 139-146. - Ghemawat, P. (2001). Distance still matters. Harvard business review, 79(8), 137-147. - Hall, E. (1960). The silent language in overseas business. Harvard Business Review , 38(3), 87-96. - Javidan, M., & Bowen, D. (2013). The 'global mindset of managers. Organizational dynamics, 42(2), 145-155. - Jimenez, A., Boehe, D. M., Taras, V., & Caprar, D. V. (2017). Working across boundaries: Current and future perspectives on global virtual teams. Journal of International Management, 23(4), 341-349. - Karjalainen, H. (2020). Cultural identity and its impact on today's multicultural organizations. International Journal of Cross Cultural Management, 20(2), 249-262. - Meyer, E. (2014). Navigating the cultural minefield. Harvard Business Review, 92(5), 119-123. - Meyer, E. (2015). Getting to si, ja, oui, hai, and da. Harvard Business Review, 93(12), 74-80. - Meyer, E. (2017). Being the boss in Brussels, Boston, and Beijing. Harvard Business Review, 95(4), 70-77. - Trompenaars, F., & Woolliams, P. (2011). Lost in Translation: ignorance of differing cultural reactions to failure can stunt your company's growth. Harvard Business Review, 2011(April). Additional readings: - Hofstede, G., Hofstede, G.J., & Minkov, M. (2010). Cultures and Organizations: Software of the Mind. 3rd ed. McGraw-Hill Education. - Livermore, D. (2015). Leading with Cultural Intelligence. 2nd ed. AMACOM. - Meyer, E. (2015). The Culture Map. PublicAffairs. - Thomas, D.C., & Inkson, K. (2017). Cultural Intelligence: Surviving and Thriving in the Global Village. 3rd ed. Berrett-Koehler Publishers.