



<b>International Competencies: Intercultural Cooperation and Communication</b>	
Course number	2503 (International Management)
Lecturer	Prof. Dr. Angress/Prof. Dr. Link
ECTS	6
Number of semester hours	4
Type	Compulsory Module
Duration	1 Term
Prerequisites	<ul style="list-style-type: none"> <li>• Basic knowledge of intercultural communication theories, approaches, concepts and practices (cultural dimensions, typologies, standards etc.)</li> <li>• Requested reading to be completed before the 1st session: Gibson, Robert: Intercultural Business Communication. Fachsprache Englisch, Berlin, 2000. Schmidt, Patrick L.: In Search of Intercultural Understanding: A Practical Guidebook for Living and Working Across Cultures, Vienna, 2007. More material and a detailed list of required and recommended reading will be made available on Moodle.</li> </ul>
Conditions for admission to the examination	Regular Workshop Attendance and Participation Due to the required awareness processes as well as behavioural and communication training regular attendance and participation are essential.
Type of exam	Research paper and presentation
Objectives	<p>This module aims to train students to master professional intercultural interactions with skill and sensitivity using (both verbal and nonverbal) language appropriately and effectively to succeed across borders.</p> <ul style="list-style-type: none"> <li>• The students are able to interactively use the English language as a lingua franca in all areas of international business for written and oral communication thanks to a theoretical and practical knowledge of intercultural and economic terminology.</li> <li>• Based on the awareness and knowledge of intercultural differences and their own cultural identity the students are enabled to integrate an adequate acceptance of other cultural influences and varieties of expression as well as a necessary degree of tolerance of ambiguity in their business competence in management situations.</li> <li>• The students are capable of dealing successfully with different national business practices, leadership styles/qualities and corporate structures/patterns in interculturally complex business situations, communicating in differentiated and substantial English technical terminology with people from other horizons.</li> <li>• The students are able to analyse a variety of target cultures and ethical systems as well as culturally different approaches in management and the underlying social (e.g. historical, philosophical, religious) principles.</li> <li>• The students are enabled to apply intercultural conflict strategies for bridging cultural gaps successfully.</li> <li>• The students are capable of developing material/modules for intercultural training courses themselves.</li> <li>• The students are able to identify and critically evaluate scholarly research within the field of intercultural cooperation and communication.</li> </ul>



	<ul style="list-style-type: none"> <li>• The students are enabled to articulate and employ key terminology/concepts in the field of intercultural cooperation and communication.</li> <li>• The students are capable of defining and critically considering problems, issues, challenges and implications for intercultural cooperation and communication, applying that knowledge and learning to empirical examples and research.</li> <li>• The students are capable of searching for, summarizing, reviewing and engaging reflectively and critically with research-based intercultural literatures.</li> <li>• The students are able to communicate effectively, orally and in writing, within an intercultural setting.</li> <li>• The students are enabled to work on ideas and issues independently and as part a group, communicating and presenting ideas effectively through class presentation and writing.</li> </ul>
Content	<p>Reasoning, discussing, team working, presenting and negotiating mechanisms etc. in an intercultural context of English as a lingua franca by using interactive and innovative intercultural teaching methods and tools (role-plays, simulations, culture assimilator, critical incidents, case studies, story-telling, improvisation, self-evaluation techniques etc.) from the angle of regional, sectorial and functional competencies.</p> <ul style="list-style-type: none"> <li>• Contrastive analysis of             <ul style="list-style-type: none"> <li>○ country- and industry-specific topics: compilation, analysis and presentation of print and video critical incidents and case studies</li> <li>○ cultural dimensions, typologies and standards and their impact on national business practices; national business labels</li> <li>○ national leadership styles (values, priorities, expectations), corporate structures and team working</li> <li>○ (business related) culturally influenced forms of communication such as presentation and negotiation patterns; trends in communication style which correlate with cultural differences</li> </ul> </li> <li>• Intercultural issues of human resources, personnel selection/recruitment and preparation for employment abroad (expatriation, culture shock, repatriation)</li> <li>• Intercultural issues of sales and marketing (advertising, PR)</li> <li>• Intercultural/global vs. local analysis of specific sectors and selected cases (corporate examples of best practices/ culture clashes)</li> </ul>
International applicability	Given
Bibliography (also see prerequisites)	<ul style="list-style-type: none"> <li>• Selected articles, texts &amp; material (also on Moodle)</li> <li>• Hofstede, G.: Cultures Consequences: International Differences in Work-Related Values, Beverly Hills, CA, 1984.</li> <li>• Hofstede, Geert: Cultures and Organizations: Software of the Mind. Intercultural Cooperation and Its Importance for Survival, New York, 1997.</li> <li>• House, Robert J. et al.: Culture, Leadership, and Organizations: The Globe Study of 62 Societies, Thousand Oaks, 2004.</li> </ul>



	<ul style="list-style-type: none"> <li>• Lewis, Richard D.: When Cultures Collide. Managing Successfully Across Cultures, London, 1996, Revised Edition 1999, reprinted with corrections 2003.</li> <li>• Schroll-Machl, Sylvia: Doing Business with Germans. Their Perceptions, Our Perceptions. Bristol, CT, USA, 2013.</li> <li>• Trompenaars, Alfons &amp; Hampden-Turner, Charles: Riding the Waves of Culture: Understanding Cultural Diversity in Global Business, Second Edition, New York, 1998.</li> <li>• Trompenaars, Alfons &amp; Hampden-Turner, Charles: Building Cross-Cultural Competence, Chichester, 2000.</li> <li>• Country-specific literature</li> <li>• Journal of Intercultural Communication (<a href="http://www.immi.se/intercultural/">http://www.immi.se/intercultural/</a>)</li> <li>• Newsletter/Monthly journal of SIETAR (<a href="http://www.sietareu.org">http://www.sietareu.org</a>)</li> </ul>
Forms of instruction	<ul style="list-style-type: none"> <li>• Lecture</li> <li>• Practice</li> </ul> <p>Teaching will be in the form of block workshops that combine a lecture-style tutor-input approach with seminar discussion, group work and ethnographic fieldwork.</p> <p>Methods such as applied improvisation practices are used to help students think “out of the box”, leaving their habitual thinking and recreating experienced but also imaginary intercultural scenarios. Possible reactions and responses will also be explored in playful ways, practicing methods of applied improvisation to increase students’ capacity to interact effectively across borders.</p> <p>During workshops, students will receive an input on selected key theories, concepts, debates, approaches and practices of intercultural communication. Students are expected to engage with the themes and issues covered through interaction and critical discussion, student presentations of the literature, and group work activities. In addition to the block workshops, students are expected to work independently on each session. This ‘out of class’ work will sometimes be directed by the lecturer, reading relevant to the next session, preparation for a discussion or research into a related area for instance. In addition to these directed tasks, students are expected to spend time developing their understanding of the intercultural ideas in the module. Preparation for individual or group assignments and independent reading and research as well as reflection on the ideas from the module support the development of key intercultural skills.</p>
Workload	<ul style="list-style-type: none"> <li>• contact time 60h</li> <li>• self-study 120h</li> <li>• workload 180h</li> </ul>
Language of instruction	English
Availability	Every summer term
Further applicability	Prepares students for international business encounters and interactions that form an integral part of the Master Degree Programme. Academic Master level qualifying for a profession.