Module Nr. | 227
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Title | Cross-Cultural Management and Negotiations
Applicability | EM
Module type | compulsory
Language of Instruction | English
Teaching Methods | Interactive, seminar
Frequency of offer | weekly
Semester | 7th semester
SWS | 4
ECTS-Credits | 5
Workload | 50 / 40 / 40 / 20
Corresponding Courses | 120 Intercultural Communication (Basics) 5th semester
Prerequisites | English 2nd & 3rd sem.; 120 IC
Assessment Method | assignments / seminar paper + regular attendance (= min. 80 % of the sessions)*
Exam aids to be used | does not apply
Responsibility for the course | Prof. Dr. Kalb-Krause, Prof. Dr. Müllich
Lecturer(s) | Prof. Dr. Müllich

* Due to the fact that this workshop is not only about knowledge of academic tools and methods of (self-)analysis, but essentially focuses on processes of awareness, self-recognition, simulation and application, regular attendance is of key importance for the acquisition of the defined competences (to act, not only to know and analyze).

Learning outcomes / skills:
The students are enabled to handle different types of cross-cultural communication situations (e.g.: meetings, presentations, conflict settlement, feedback, criticism), especially negotiations successfully. They have a profound understanding of building and working in intercultural teams (also virtual ones), they are able to identify cross-cultural sources of problems, measure and improve the quality of teamwork. They are able to operate in different corporate cultures and to interact with different cultural leadership and decision-making styles.

Contents:
- Different communication standards in typical business situations: meetings, discussions, presentations, solution-finding
- Negotiating patterns and styles in different cultures; development of cross-cultural negotiating ‘scripts’
- Feedback, criticism and conflicts
- Setting up mixed teams (recruiting, building etc.), working in mixed teams; virtual teams;
- Expatriation and repatriation; integration of incoming expatriates from other countries
- Corporate images and structures across cultures
- Cultural leadership and decision-making patterns and cross-cultural management situations
- Incentives across cultures
- Critical incidents; culture clashes (understanding and development)
- Cross-cultural scenarios (understanding and development)
- Mergers & Acquisitions: analysis of cultural compatibility and feasibility, stages, implementation, quality control
- International and global companies: standardization vs. localization - cultural analysis and definition of products, product ranges, cultural adaptations, customization, marketing methods and channels

Applied methods in Economics and Business administration
- Analysis models and methods (research and analysis models):
  - Cultural dimensions; cultural ‘standards’
  - Communication and phase models
- Quantitative empirical methods (comparative – statistical, mathematical methods, data analysis):
- (empirical) expert interviews and surveys
- Statistical methods on surveys
- Qualitative and interpretative methods (expert interviews, polls, standardised surveys)
  - expert interviews and surveys

Methods of Teaching and Learning:
- Interactive
- Simulations
- Presentations
- Critical incidents
- Case studies
- Discussions, analyses
- Input (tools, theory etc.)

Literature:
- Articles and reports from the business press ("The Economist", "Financial Times", "BusinessWeek etc.").