module no. | M 2.2  
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title | Interactive Competences and Intercultural Management  
applicability | For all business programmes  
module type | compulsory subject  
language | English  
method | Interactive seminar  
Frequency | weekly  
semester | 1st  
SWS (hrs / week) | 4  
ECTS-Credits | 5  
Workload | 50 / 40 / 40 / 20  
module responsibility | Prof. Dr. Gertrud Kalb-Krause, Prof. Dr. Harald Müllich  
lecturer: | Prof. Dr. Harald Müllich  
related modules | none  
Prerequisites | • English on an academic level (min. B2+), business English  
• Basic knowledge of „Intercultural Communication“ (cultural dimensions etc.)  
assessment | presentation and exam, regular attendance*  
admitted material for exam | dictionary  

* Due to the high degree and relevance of processes of awareness and conduct and communication training with simulations and case studies, discussions of the existence and impacts of cultural and other predispositions regular attendance and active participation are indispensable (min. 80%) for the acquisition of cross-cultural interactive competences.

**Objectives**

The students are enabled to:

- to use the English language, including business terminology and social English, interactively in relevant fields of international business communication, written and oral, and as a lingua franca also of the intercultural discipline on a meta-communication level
- acquire an adequate degree of acceptance of other cultural modes of expression and cultural profiles as well as the necessary ambiguity tolerance, and utilize interactive competence, first and foremost, in business situations, but also in socializing, on the basis of the awareness and knowledge of cross-cultural differences and their own cultural profiles
- be familiar, both in theory and practice, with various national business habits, leadership styles and virtues, corporate structures and patterns, and learn how to deal with those differences in order to be able to act and react in complex cross-cultural situations
- get an insight into a variety of selected (target) cultures and ethical systems, as well as different approaches to finances, with their societal (e.g. historical, philosophical, religious) foundations
- deal with cross-cultural team-building measures, team quality assessment and improvement, virtual teamwork on the basis of the tools of intercultural discipline (dimensions, standards etc.)

**Competencies**

After this module students are familiar with typical cultural patterns of corporate images and structures as well as incentives across a selected range of regions and industries. They are able to apply intercultural analysis methods and tools and, with their help, to cope with intercultural issues in business environments. They are able to communicate in English across borders in various communicative situations (e.g. conflict, feedback, negotiating, presenting etc.) and to work in culturally mixed teams, as members or team leaders, in face-to-face or in virtual situations. They are able to analyze their own cultural
profiles and to assume roles and functions in culturally different contexts. They are aware of the cultural bases (religions, philosophies, worldviews) of different financial systems and their consequences for international finances.

Contents

- comparative cultural analyses focussing on countries, and/or industries (compiling, analyzing and presenting relevant information in a comprehensive package)
- arguing, negotiating, decision-making and leading teams across cultures, with English as the lingua franca
- cultural dimensions, typologies and standards and their effects on national business practices; national business etiquettes
- comparative analyses of national leadership styles (values, priorities, attitudes and expectations), corporate structures, incentive schemes etc. and forms of teamwork
- comparative analyses of culturally different modes of communication (relevant in business) as well as negotiation and presentation patterns in particular
- international business assignments; recruiting, training, expatriation, repatriation, culture shock, reverse shock
- cross-cultural analysis of selected cases of companies and/or industries (e.g. car industry, retailing, food industry etc.) to identify best case examples, worst cases, success factors and mistakes, possible successful turnarounds, in cross-cultural cooperation, M & A etc.

Methods

- interactive seminar
- simulation and discussion
- Powerpoint presentations
- Videos etc.

Reading

- SELECTED TEXTS & MATERIAL (handouts etc.).