

Syllabus  
**SIC1106 S Cross Cultural Competencies**  
Prof. Dr. Kerstin Bremser  
Summer Semester 2024

<b>Level</b>	Bachelor	
<b>Credits</b>	2 ECTS	
<b>Student Contact Hours</b>	2 SWS	
<b>Workload</b>	60 Hours	
<b>Prerequisites</b>	Participants must have successfully passed the B2-Test in Spanish, as this course is not a language course.	
<b>Time</b>	See LSF/Moodle	
<b>Room</b>	See LSF/Moodle	
<b>Start Date</b>	See LSF/Moodle	
<b>Lecturer</b>	<b>Name</b>	Prof. Dr. Kerstin Bremser
	<b>Office</b>	W2.3.26 or W1.2.23
	<b>Virtual Office</b>	<a href="#">Virtual Office of Prof. Bremser</a>
	<b>Office Hours</b>	Mondays, 15.30 – 17.00
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## Summary

This course relates cross-cultural theories with management science. The aim of the course is to offer students the opportunity to understand, explore and appreciate the nature of human diversity and globalization to effectively interact with peoples of other cultures.

The cultural exchange is based both on classical lectures as well as interpretation of case studies, role plays and simulation exercises.

## Outline of the Course

During a semester 15 sessions are available to consider the following main topics:

Session	Topic
1	Introduction; Methodological approach, Definición de la cultura (p. 25)
2	Card Game: BARNGA (p. 37)
3	Guest lecture tbd
4	Guest lecture tbd
5	Intercultural competencies / Encuentro intercultural (p. 51)
6	Introduction to the theories of cross-cultural management (Kluckhohn-Strodtbeck y Hall) (p. 81)
7	Introduction to the theories of cross-cultural management (Hofstede) (p.102)
8	Introduction to the theories of cross-cultural management (Globe) (p. 117)
9	Learning Agreement
10	Simulation
11	Simulation
12	Simulation
13	Simulation

## Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Program Intended Learning Outcomes		Course Intended Learning Outcomes	Assessment Methods		
After completion of the program the students will be able...		After completion of the course the students will be able...	Written Exam	Participation in Class	Project Work
			45%	5%	50%
			Individual	Individual	Collective
<b>1 Expert Knowledge</b>					
1.1	...to demonstrate their distinguished and sound competencies in General Business Administration.	...to analyse a company's position in an international market relying on prior knowledge of marketing and accounting.			X
1.5	...to demonstrate profound expert knowledge in their field of specialization.	...to apply different theories of cross-cultural management.	X		
<b>3 Critical Thinking and Analytical Competence</b>					
3.1	...to implement adequate methods in a competent manner and to apply them to complex problems.	...to apply different tools of cross-cultural communication to different business settings.	X		
3.2	...to critically reflect and interpret findings and to develop comprehensive solutions for complex problems.	...to analyse a complex business situation and develop adequate recommendations.			X
<b>4 Ethical Awareness</b>					
...to develop sound strategies in the areas of ethics, sustainable development and social responsibility and are able to apply them to typical economic decision-making problems.		...to distinguish between different aspects of culture as i. e. race, gender, language and address them adequately in a business context.	X	X	
<b>5 Communication and Collaboration Skills</b>					
5.1	...to express complex issues effectively in writing.	...to write a paper on cross-cultural issues in Spanish.			X
5.2	...to demonstrate their oral communication skills in presentations.	...to present ideas in class.		X	
5.3	...to work successfully in a team by performing practical tasks.	...to jointly develop a solution for the intercultural class exercise.			X
<b>6 Internationalization</b>					
6.1	...to understand and explain business challenges in an international context.	...to analyse business situations out of a cultural perspective.	X		X
6.2	...to articulate themselves in a professional manner in international business.	...to express themselves in class orally and in writing in a foreign language.		X	X
6.3	...to successfully demonstrate awareness of cross-cultural differences.	...to be aware and reflect upon culturally sensitive/insensitive behavior and situations. ...to apply tools and solve culturally sensitive situations.	X		

## Teaching and Learning Approach

The course consists of one session of 1 ½ hours per week and awards 2 credits for successful completion of the course. It is therefore expected that students use at least 30 hours to prepare themselves for the session, to subsequently review the session and write up their assignments.

The didactical approach for the course is a mix of formal lecture, role plays and simulations.

## Literature and Course Materials

### Course materials:

A copy of the slides found on the e-learning platform

### In addition to these documents, the following are useful reference books:

- Adler Nancy, J., & Gundersen, A. (2008). International dimensions of organizational behavior. Thomsen SouthWest 5th edition, USA.
- Chhokar, J. S., Brodbeck, F. C., & House, R. J. (Eds.). (2007). Culture and leadership across the world: The GLOBE book of in-depth studies of 25 societies. Routledge.
- House, R. J., Dorfman, P. W., Javidan, M., Hanges, P. J., & De Luque, M. F. S. (2013). Strategic leadership across cultures: GLOBE study of CEO leadership behavior and effectiveness in 24 countries. Sage Publications.
- Deresky, H. (2000). International management: Managing across borders and cultures. Pearson Education India.
- Gannon, M. J., & Pillai, R. (2010). Understanding global cultures: Metaphorical journeys through 29 nations, clusters of nations, continents, and diversity. Sage.
- Hofstede, G. J., Pedersen, P. B., & Hofstede, G. (2002). Exploring culture: Exercises, stories and synthetic cultures. Nicholas Brealey.
- Hofstede, G. J., Pedersen, P. B., & Hofstede, G. (2002). Exploring culture: Exercises, stories and synthetic cultures. Nicholas Brealey.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). Cultures and organizations: software of the mind: intercultural cooperation and its importance for survival. McGraw-Hill.
- House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2004). Culture, leadership, and organizations: The GLOBE study of 62 societies. Sage publications.
- Mahadevan, J., Primecz, H., & Romani, L. (Eds.). (2019). Cases in critical cross-cultural management: an intersectional approach to culture (Vol. 1). Routledge.

## Assessment

### Method of Assessment:

The final grade is a weighted combination of different assessments.

- **50%** Presentation of team assignment
- **45%** Different exercises of cross-cultural management on Moodle
- **5%** Oral participation

### Information on the assignment:

Written paper (no page limit) to answer the questions identified in the case with a total of 50 points:

- Correct and complete identification of intercultural tensions (10/50)
- Plausible conclusions relating to the situation of the company (12.5/50)
- Quality of improvement measures (12.5/50)
- Own ideas (10/50)
- Formal aspects (5/50)

Exercises on Moodle with a total of 45 points, oral participation 5 points.

### The grading is as follows:

Points	Grade
> 95	1.0
91-95	1.3
86-90	1.7
81-85	2.0
76-80	2.3
71-75	2.7
66-70	3.0
61-65	3.3
56-61	3.7
51-56	4.0
46-50	4.7
< 46	5.0