



## SUM2526\_13 CROSS CULTURAL MANAGEMENT

Course Leader	<p><b>Benoit Chalifoux</b>, expert on soft skills, sales and diversity in the world of business. He is the author of a best-selling book on interpersonal skills entitled “Being at your best, The Incredible Power of Interpersonal Skills”.</p> <p>Graduated from Paris Dauphine University with an Executive Master in Business (EMBA), he also has an MBA and a BAA of ESG UQAM. He teaches in several business schools across Canada and Europe.</p>
Course Description	<p>The globalization of business has brought about a demand for leader and managers who are able to accomplish their objectives by working effectively outside the boundaries of nations, function, professions, and organization, and as well as their cultural and ethnic reference groups.</p> <p>This course covers the challenge of interacting, managing and leading across cultural differences and national boundaries. Cultural differences are hard to understand because, although their consequences are obvious, it is not easy to analyze, describe or categorize them. Culture is actually highly complex. For future managers, being aware of the variety of issues and opportunities that arise when we take action outside our own culture is a key factor for success.</p>
Course Objectives	<p>At the end of this module, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Consider the importance of intercultural communication</li> <li>• Learn to think across cultural differences;</li> <li>• Be aware of issues and challenges involved in global business;</li> <li>• Develop skills, expertise and work required toward personal and professional growth;</li> <li>• Negotiate across different cultures;</li> <li>• Understand the opportunities of doing business with different cultures.</li> </ul>
Tackled Concepts	<ul style="list-style-type: none"> <li>• Introduction to the global business environment and cross cultural management;</li> <li>• Developing your Soft Skills for Today and Tomorrow in a Global World;</li> <li>• Understanding cultural differences;</li> <li>• The importance of communication in negotiation across boundaries;</li> <li>• Doing business in the Middle East, Latin America, Asia, Europe, Africa, and North America;</li> <li>• How to succeed working overseas: Building great leaders;</li> <li>• Business case studies: The international success of McDonald's Corporation, the «Starbucks» revolution, the failure of Wal-Mart in Germany, etc.</li> </ul>
Learning Methods	<p>A successful outcome of this course depends very much on group dynamics and personal involvement; therefore, the teaching method will encourage creative thinking and interactive communication, through guided exercises, role plays, videos, and tests. Students are encouraged to question themselves, express opinions, compare points of view and evaluate new options, within the context of group discussion.</p>
Evaluation / Assignments	<ul style="list-style-type: none"> <li>• Group case study: 50%</li> <li>• Individual presentation: 50%</li> </ul>
Bibliography / Course Material	<p><b>Required readings</b></p> <ul style="list-style-type: none"> <li>• Ibarra, H. and Lee Hunter, M. (2007). How Leaders Create and Use Networks. Harvard Business Review.</li> <li>• Trompenaars, F. (1996), Resolving International Conflict: Culture and Business Strategy. London Business School 7(3) p51-68.</li> <li>• Thomas, D.A and Ely, R.J(1996). Making Differences matter. A new paradigm for managing diversity. Harvard Business Review. p 1-13.</li> <li>• Hofstede, GJ, Catholijn, M. and Jonker, T.V. (2012). Cultural Differentiation of Negotiating Agents. Group Decis Negot . 21. p79-98.</li> </ul> <p><b>References for further reading</b></p> <ul style="list-style-type: none"> <li>• Meyer E., (2016). The Culture Map. PublicAffairs.</li> <li>• Dauber D., Fink, G., and Yolles, M. (2012). A Configuration Model of Organizational Culture. Sage p1-16.</li> <li>• Günter K. Stahl, Building Cross-Cultural Leadership Competence: An Interview With Carlos Ghosn, Academy of Management Learning &amp; Education; Sep 2013, Vol. 12 Issue 3, p 494-502.</li> <li>• Söderberg, A.-M., &amp; Holden, N. 2002. Rethinking cross cultural management in a globalizing business world. International Journal of Cross Cultural Management, 2(1): 103-121.</li> </ul>
Number of Credits	4 ECTS; 2 US



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4-day Seminar – 24 teaching hours

**1. An Introduction to the Global World**

- Introduction to the course and the participants
- Course objectives and requirements
- Form the teams
- Developing your soft skills in a global world
- Today and Tomorrow's Challenges in a World of Rapid Change
- Nation, culture, and identity

**Schedule**

**2. The intercultural analysis in management**

- Hofstede model
- Iribarne & Trompenaars models
- The Culture Map framework

**3. Culture, business ethics & International negotiations**

- Multicultural personnel management
  - Doing Business in Africa (Business cases)
  - Doing business in Asia (Business cases)
  - Doing business in Europe (Business cases)
  - Doing business in Latin America (Business cases)
  - Doing business in North America (Business cases)
  - Doing business in the Middle East (Business cases)
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