Syllabus
BAE2473 Cross Cultural Management 1
Prof. Dr. Claude-Hélène Mayer
Summer Semester 2022

Level	Bachelor
Credits	2
Student Contact Hours	2
Workload	60 Hours
Prerequisites	Open-mindedness and disposition towards English language and activities in English language, willingness to question own beliefs, attitudes and behavior
Time	First session on March 15, 11:30 – 13 hrs **at Pforzheim University** Afterwards virtually in groups → see schedule, p.2
Room	W2.3.01 (first session) Afterwards: Virtual lecture room of Prof. Dr. Jasmin Mahadevan
Start Date	15 March, 11:30 – 13 hrs, W2.3.01

Lecturer(s)	**Name**	Prof. Dr. Jasmin Mahadevan (introduction on March 15) Prof. Dr. Claude-Hélène Mayer, University of Johannesburg, South Africa (main lecturer)
	Office	-
	Class room	Virtual lecture room of Prof. Dr. Jasmin Mahadevan
	Office Hours	By individual appointment (e-mail to Prof. Mayer)
	Phone	N/A
	Email	claudemayer@gmx.net

Make sure to enrol in moodle (e-learning) until March 21. Late registration is not possible!

https://lms.hs-pforzheim.de/course/view.php?id=6208

enrolment key: CCM1

Due to the COVID-pandemic, changes might occur

Summary and course outline

This course enables you to work, live, collaborate and manage successfully across, between and beyond cultures – abroad, at home and virtually

- you familiarize yourself with / train yourself in becoming aware of what culture entails and how to identify culture's imprint on you and others, thus developing the knowledge and skills for making culture small and manageable (cultural competencies),

- you familiarize yourself with / train yourself in applying key tools of comparative cross-cultural management (so called cultural dimensions, project GLOBE), thus developing the knowledge and skills for comparing relative differences across cultures (cross-cultural competencies)

- you familiarize yourself with / train yourself in identifying opportunities in cross-cultural differences, thus developing the knowledge and skills for enlarging your own comfort zone and learning from others, for building bridges across cultures and for building synergies and complementarities between cultures (intercultural competencies)

Culture is defined as "how we normally do things around here" (Deal and Kennedy, 1982); it can refer to any kind of collective belonging such as: societal cultures (countries), organizational cultures (supplier – buyer), professional cultures (advertising, financial control, logistics etc.)

For detailed outline: see e-learning

Teaching and Learning Approach

This course is based on problem-based learning and experiential learning.

This approach will be explained in class, and you are expected to familiarize yourself with it.

- Problem-based learning means: it is what you *do* that you learn.

- Experiential learning means: you learn if you link theory to own experience.

These are the roles and responsibilities in this course:

- The lecturer is responsible for providing you with learning opportunities

- You are responsible for doing the learning

Via course alignment, the lecturer will make sure that your doing of the learning will be rewarded: what you are asked to do is what will be measured in the final assessment.

Schedule (presence is mandatory!)

15 March, 11:30 – 13 CET, W2.3.01 at HS PF: all students, Prof. Dr. Mahadevan

afterwards virtually in groups (1 and 2), Prof. Dr. Mayer, virtual room Prof. Dr. Mahadevan

- Friday, 25 March:
  - 8 – 13 CET (group 1)
  - 13:45 – 18:45 CET (group 2)
- Tuesday, 29 March:
  - 8 – 9.30 CET (group 1)
  - 10 – 11:30 CET (group 2)
- Fridays, 22 April, 29 April, 6 May, 13 May, 20 May and 27 May
  - 13 – 16:30 CET (group 1) – on all the above stated days
  - 17 – 20.30 CET (group 2) – on all the above stated days

Sources and Course Materials

To be provided via e-learning: lecture notes and presentation slides

Available online: GLOBE study, https://globeproject.com/ , in particular: "visualizations of the 2004 study" (cultural dimensions), see: https://globeproject.com/results?page_id=country#country

For further reading:

- Mahadevan, J. (2017), *A Very Short, Fairly Interesting and Reasonably Cheap Book about Cross-Cultural Management,* Sage. (available in print at HS PF library)

- Mahadevan, J., Primecz, H., Romani, L. (2020), *Cases in Critical Cross-Cultural Management – An Intersectional Approach to Culture,* Taylor & Francis (Routledge). (available as e-book via HS PF library, use VPN connection to access via HS PF library)

- Szkudlarek, B., Romani, L., Caprar, D. and Osland, J. (Eds.) (2020). *The Sage Handbook of Contemporary Cross-Cultural Management,* Sage (available as e-book via HS PF library, use VPN connection to access via HS PF library)

Assessment

Students prepare and hold an in-class presentation in groups, and develop the required material for doing so (executive summary, powerpoint slides).

- Preparation consists of ungraded assignments (e.g. reading task, experience task) between sessions and active engagement in in-class activities.

- All three elements (in-class presentation, presentation material, degree to which the previous are indicative of the outcome of the two ungraded assignments) contribute to the final grade.

- Cultural unawareness (see lecture notes), plagiarism and severe violation of the standards of academic work result in an immediate fail

Grading scale

(see SPO, allg. Teil, Neufassung vom 01.09.06, p. 20):

- 1 = excellent (pass grade) = outstanding work;
- 2 = good (pass grade) = work which is far above average
- 3 = satisfactory (pass grade) = average work;
- 4 = sufficient (pass grade) = work with shortcomings which still meets requirements
- 5 = insufficient (fail grade) = work with severe shortcomings, fails to meet requirements

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

	Program Intended Learning Outcomes	Course Intended Learning Outcomes
	After completion of the program the students will be able…	After completion of the course the students will be able…
1	**Expert Knowledge**	
1.8	...to demonstrate profound expert knowledge in their field of specialization.	…to know and to apply the methods and tools to analyse and manage cultural diversity in engineering. (WI/IM)
1.8	...to demonstrate profound expert knowledge in their field of specialization.	… to reflect upon culture and its impact on technology and innovation. (WI/ID)
2	**Digital Skills**	
3	**Critical Thinking and Analytical Competence**	
4	**Ethical Awareness**	
	...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 reflect upon culture and its impact on management and engineering.
5	**Communication and Collaboration Skills**	
5.2	...to demonstrate their oral communication skills in presentations.	…to present results and discuss them during the seminar. (WI/IM)
5.2	...to demonstrate their oral communication skills in presentations.	…to discuss cross-cultural management concepts and methods during the seminar. (WI/ID)
5.3	...to work successfully in a team by performing practical tasks.	…to work successfully in diverse student teams.
6	**Internationalization**	
6.2	...to articulate themselves in a professional manner in international business.	…to articulate themselves in a professional manner in international business.
6.3	...to successfully demonstrate awareness of cross-cultural differences.	…to successfully demonstrate awareness of cross-cultural differences.

Academic Integrity and Student Responsibility

See teaching and learning approach, assessment

Code of Conduct for Students

Link to the Code of Conduct for online Teaching

Teaching Philosophy

See interaction in class