UCLouvain

llsms2065

2025

Cross Cultural Competences and Management

5.00 credits	30.0 h	Q2

Teacher(s)	Aust-Gronarz Ina ;
Language :	English
Place of the course	Louvain-la-Neuve
Main themes	Working with people for other cultural backgrounds has become part of the daily activities in organizations today for employees at all levels. The global pressure for competitiveness and effectiveness has increased the number of strategic alliances, mergers and acquisitions, with the objective of having access to resources, capital and new market opportunities. People who have never met each other need to work together in multicultural virtual teams. It is no longer sufficient, that managers are able to communicate effectively and work with people from one culture and that they understand and learn how to adapt to this particular culture. Instead, managers must interact simultaneously and effectively with people in multiple cultures or with a poly-cultural background. This course is based on research and insights from diverse disciplines, including cross-cultural psychology, social psychology, cultural anthropology, organizational behavior, international human resource management, business ethics and corporate social responsibility.
Learning outcomes	**At the end of this learning unit, the student is able to :** The course is designed to develop cross-culturally competent and responsible leaders. The central aim of this course is to develop the student capacity to understand and analyse management situations that (European) international organisations face with regard to cross-cultural management and leadership. The course will focus on the impact of culture on individuals, teams and organisations; it will explore options how to deal with cultural issues in a responsible way and still be efficiently and effective in the business context and it will help the students to develop themselves in the context of their own cultural backgrounds. **At the end of the course, students should be able to:** 1 1. Gain a deep understanding of the nature of cultures, the theoretical concepts and frameworks used to identify and highlight similarities and differences across cultures and increase awareness of the impact of culture on individuals (especially on yourself!), teams and international organisations and appreciation for diverse cultural backgrounds. 2. Apply these theories and frameworks to understand and diagnose critical cross-cultural interaction situations (critical incidents) and to make effective cultural attributions. 3. Adopt a critical point of view on the literature, on the one hand, and on managerial attributions and decisions in cross-cultural contexts, on the other. 4. Improve the ability and competence to work in, interact with and lead across different cultures. 5. Increase your awareness of the economic, social, environmental and ethical issues related to globalisation and improve your skills to deal with cultural paradoxes and ethical dilemmas.
Evaluation methods	The assessment of your performance in this course is composed of the following elements: 1. Team evaluation (50%): Course preparations, peer-to-peer teaching, final team project presentation on a cultural case analysis and peer-to-peer coaching (following the course guidelines). 2. Individual evaluation (50%): Course preparations, quality of course participation, continuous evaluation, and reflective journal paper (following the course guidelines). Students who do not pass the course in June, can write a closed-book exam in second session (100%).

Teaching methods	To do so, the course is structured in activities on campus, after/before the course, and on Moodle, either individually or in multicultural teams. Preparation, attendance and active participation in these activities are mandatory. The teaching plan (on Moodle) highlights the content and objective of each session, teaching methods, activities before/ after the course and the course schedule. Students need to prepare all courses to be able to contribute in a competent way to the discussions and exercises. They are asked to contribute as actively as they can within the course setting. Different teaching methods will be used such as lecture input, case analysis/case writing, readings, self-assessments, vision board, videos, peer teaching and peer coaching, and guest speakers. Students co-organise 1-2 activities with the IB Alumni network (see course plan). One course day will be facilitated online. Through experiential learning, case studies, and peer coaching students will develop the mindset and tools to lead multicultural teams and drive sustainable transformation in international business contexts. Specifically, teaching methods are · Lectures and guided readings · Reflective journaling and personal development plan · Vision board creation · Case analysis, discussions and case writing · Peer-to-peer teaching and coaching · Guest speakers (IB Alumni etc.) · Co-organised IB Alumni event
Content	In today's interconnected world, working effectively across cultures is essential for a ERS global leadership. Also, working with people from other cultural backgrounds has become part of the daily activities in organizations today for employees at all levels. This course equips students with **intercultural competencies (ICC), cultural intelligence (CQ), and ERS global leadership skills** to navigate complexities and tensions, foster inclusive collaboration, and lead with compassion and perseverance. This course is designed to help students reflect and develop these essential competencies for **international business and ERS global leadership** .
Inline resources	Course book: Gehrke, B. et al. (2024). Global Leadership Practices: Competencies for navigating in a complex world, Edward Elgar. (Digital version available in the university library.) Further material and readings will be uploaded on Moodle. Recommended reading: Barmeyer, C., Bausch, M. & Mayrhofer, U. (2021). Constructive Intercultural Management: Integrating cultural differences successfully. Edward Elgar.
Bibliography	Available on Moodle: · course material and slides are uploaded on Moodle · required and further readings are uploaded on Moodle
Other infos	The number of places in this course is restricted. The course is compulsory for IB students. International students are welcome. **Plagiarism policy:** Plagiarising means you present someone else's intellectual efforts as your own and doing so can have severe consequences for your (academic) career. It is, therefore, crucial that you do not submit an assignment that contains any plagiarized content. Ensure that you properly attribute all sources that go beyond common knowledge. Please follow the referencing guidelines posted on Moodle. **Use of Generative AI policy:** The use of generative AI for the course assessments is allowed. You bear full responsibility for what you present or submit. By submitting your assignment, you affirm that you have verified it accurately reflects the facts. If you have used AI in preparing your assignment, you must acknowledge it by clearly indicating in an Appendix which AI tools were used and how they assisted you, including specific functionalities or tasks. You must also mention the prompts used and how you used the AI-generated output. Your submission must represent your own original work. AI tools can be used to support parts of your work, but not to produce it entirely. Ensure that your own thoughts, analysis, and writing are evident in the final submission or presentation, so it allows the teacher to evaluate the skills and competencies acquired. Failure to disclose AI use or misuse of AI tools will be considered as fraud, as defined in articles 107-114 of the RGEE. AI must be used in a responsible way and in accordance with the principles of academic integrity practices.
Faculty or entity in charge	CLSM

Programmes containing this learning unit (UE)

Program title	Acronym	Credits	Prerequisite	Learning outcomes
Master [120] in Management	GESM2M	5		
Master [120] : Business Engineering	INGE2M	5		
Master [120] in Management	GEST2M	5		
Master [120] : Business Engineering	INGM2M	5		