



**MSc IN ECONOMICS AND BUSINESS ADMINISTRATION
(INTERNATIONAL BUSINESS ECONOMICS)**

1ST SEMESTER - AUTUMN 2019 - MODULE DESCRIPTION

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| <p>Module 2 Cross-Cultural Management and Leadership 10 ECTS STADS Code: SBF700131C</p> |
| <p>Location</p> <p>1. semester, Autumn semester, MSc in Economics and Business Administration (International Business Economics)</p> |
| <p>Module Coordinator</p> <p>Coordinators for Module 2: Associate Professor Mohammad Bakhtiar Rana mbr@business.aau.dk External Lecturer Li Thuy Dao, lidao@business.aau.dk</p> <p>Lecturers</p> <p>Associate Professor Mohammad Bakhtiar Rana mbr@business.aau.dk External Lecturer Li Thuy Dao, lidao@business.aau.dk External Lecturer/ Director of Interlink A/S Susan Vonsild, vonsild@business.aau.dk Assistant Professor Daojuan Wang, daw@business.aau.dk</p> <p>Secretariat Assistance</p> <p>Secretary - MSc International Business Economics Birgitte Krogner Fibigerstræde 11 Room 81 Phone: +45 9940 8051 E-mail: bk@business.aau.dk</p> |
| <p>Type and Language</p> <p>Module Type: Course Module</p> <p>Language of Instruction: English</p> <p>The module is taught in English. Students are required to write their projects in English and sit their oral examination in English.</p> |

Objectives

The module will provide students with theoretical and practical insights into major issues of cross-cultural management and leadership. In the context of internationalization and globalization, today's firms face a challenging reality of managing people and business relationships in multiple and diverse cultural contexts. Such diversity and multiplicity generally imply varying modes of expectations and behaviours that require greater awareness and more thoughtful decision making than in a domestic context. Insights gained in this module will help students understand key cross-cultural challenges and identify possible ways of dealing with such challenges.

Learning Objectives:

Upon completion of the module, students will be able to:

- (Knowledge) Define, understand and reflect on key concepts and theories of cross-cultural management and leadership, and apply the knowledge to business reality (cases).
- (Skills) Discuss and analyse advantages and disadvantages of different theories and models of cross-cultural management and leadership in explaining challenges and decision making in various cross-border business settings.
- (Competences) Demonstrate the ability to apply the above knowledge and skills to a specific international business case as well as to and across other cases or situations.

Academic Content and Conjunction with other Modules/Semesters

The module covers major topics and associated theories within intercultural management and leadership in relation to various IB contexts. These topics address the challenges with cross-cultural diversity and multiplicity that firms experience when managing across borders and when ensuring that people with such diverse backgrounds can work together productively. As a point of departure, students will need to understand the core concept of culture as a major component of diversity and the different conceptions and perspectives on culture implying different ways culture influences behaviour. Subsequent lectures will offer insights into how culture relates to managerial challenges in leadership and human resource management, ranging from human resource concerns of an MNE in managing and coordinating foreign subsidiaries to issues of knowledge transfer and learning across borders. In class and during group work, students will have an opportunity to reflect and draw on their own cross-cultural experiences and competencies.

The lectures combine a theory-driven approach, i.e. discussing concepts, perspectives, models, theories, and research approaches with practical insights via company cases and guest lectures given by business executives with experience in intercultural management. Students will be assigned an exam case at the beginning of the course and discuss using different theoretical insights from the lectures to solve the managerial challenges addressed in the case questions.

Scope and expected performance

The module has a load of 10 ECTS credits. These are translated into the following workload:

- Preparation for the lectures: students are expected to do the specified readings and assignments (if any) per teaching session
- Attendance at all the scheduled lectures and guest lectures
- Participation in the scheduled workshop and exercise sessions
- Group work on the mini project based on the exam case
- Exam preparations

Participants

Students enrolled in the MSc International Marketing program. Other degree students or guest students who wish to participate in the module may apply to the study board, coe_studienaevn@business.aau.dk

Prerequisites for participation

The students must be admitted to the Master's Degree Programme in Economics and Business Administration (International Business Economics). This requires a Bachelor's Degree in Economics and Business Administration (all programmes and combinations) or other degree where commensurate qualifications are obtained.

Module Activities

Detailed outline of activities will be available in Moodle.

- ✓ Teaching sessions are scheduled between week 42-44. These include guest lectures by company representatives. A detailed and updated outline of teaching sessions including details of readings will be available in Moodle.
- ✓ Mini-project: at the beginning of the module, students will receive copies of the exam case with assignments for a mini-project and will form groups to work on the mini-project. The exam case is interactive as it will involve guest lectures by representatives from the case company, where students are expected to actively engage in collecting additional insights in order to answer the case questions. Week 45 is a teaching-free period dedicated to writing and finalizing the mini-project. The size of the written report is max 11,000 words (*Including Tables and Figures. Excluding References, Appendices, Front Page, Table of Content*). To assist students in writing the mini-project, each group will receive supervision/consultations.
- ✓ Submission of the mini-project is due Monday 11th November 2019.
- ✓ Oral exams in week 47

Tentative schedule of teaching sessions:

Session 1: Cross-cultural management and the institutional perspective (MBR)

Session 2: Institutionalism and business systems perspective on international management (MBR)

Session 3: Culture concepts and perspectives in international management (LD)

Session 4: Cross-cultural leadership – concepts and theories (LD)

Session 5: An institutional perspective on cross-border inter-firm collaboration (MBR)

Session 6: Cross-cultural management in international joint ventures (LD)

Session 7: Guest lecture, Niels Østerberg (Orana A/S)

Session 8: A sensemaking perspective on cross-cultural management (LD)

Session 9: Cross-border knowledge management (SV)

Session 10: Outsourcing and international projects (SV)

Session 11: Guest lecture, Fibertex A/S

Session 12: International assignments, expatriation and inpatriation (SV)

Session 13: Cross-border mergers and acquisitions (DJW)

Session 14: Cross-cultural communication and negotiation (SV)

Session 15: Guest lecture, Betina Moldt Rasmussen (Orana A/S)

Examination

At the end of the module, there will be an oral group examination based on the written mini-project. The oral examination will be conducted on a group basis with an examiner and an external examiner.

Students will be required to write in groups a mini-project of max 11,000 words (*Including Tables and Figures. Excluding References, Appendices, Front Page, Table of Content*).

The duration of the examination will vary with the number of students in each group. 30 minutes are allotted per student. However, no more than 2 ½ hours will be allotted in total per group meaning that the total examination time for a group of 6 or above also will be 2 ½ hours.

The maximum number of students allowed in a group is 7.

Optimal group size is a group of 5 students.

Information on how to conduct group exams can be found here:

<https://youtu.be/2z-K2sA-VpU>

Students are expected to make a presentation of max 9 minutes per student covering central issues that she/he would like to emphasize.

Duration of presentations

- 1 student = max 9 minutes
- 2 students = max 18 minutes
- 3 students = max 27 minutes
- 4 students = max 36 minutes
- 5 students = max 45 minutes
- 6-7 students = max 54 minutes

Assessment:

Assessment is made on the basis of the formulated learning objectives and evaluation criteria described in the curriculum.

Each student will be examined and evaluated **individually** on the basis of knowledge demonstrated in:

- His/her presentation at the exam
- The group mini-project
- The complete module syllabus

Although the projects will not be graded separately, the oral examinations will take their point of reference in the projects in addition to presentations made by the students during the oral examinations.

The grading will be done according to the Danish 7-point grading scale. The grade has a weight of 10/120.

Visit this link for details on grading:

http://www.en.fak.samf.aau.dk/digitalAssets/108/108739_7trinsskala-uk.pdf

Students will receive their individual grades while the entire group is present in the examination room. However, according to the regulations, students have the right to receive their grades without the rest of the group being present. Students who would like to receive their grades without their fellow group members being present in the examination room, must therefore inform the examiner of this request immediately prior to the commencement of the examination.

Submission of mini-project: **Monday 11/11 2019 at 10.00**

Electronic version of the project to be uploaded to digital exam:

<https://digitaleksamen.aau.dk/>

No hard copies to be submitted.

Examinations: **Week 47**