

Culture & Management in Europe

Objectives

- The intent of this module is to equip students with a basic conceptual and practical understanding for cross-cultural issues in the context of Europe.
- The module aims at three sub-goals:
 - To familiarize students with basic approaches to culture.
 - To sensitize students to culture-specific aspects of organizing and management by exposing them to recent empirical studies.
 - To help students learn from each other's experiences and assumptions concerning their own cultures and to analyze their own cross-cultural experiences over the duration of the programme.
- Students will thereby have been prepared to work with Europeans on a daily basis and to understand the cultural background to doing business in European countries.

Approach to Course

Students will have readings before each class. These will mostly be from "International Dimensions of Organizational Behavior" by Nancy Adler (see bibliography), but there will also be other selected texts. The classes will primarily be based on discussion of the issues raised in the readings. It is therefore imperative for all students to read the set readings carefully before each session.

Description

- Culture:
 - An introduction to the notion of cross-cultural management.
 - What is Culture? Definitions and properties.
 - Dimensional approaches to the study and comparison of cultures with a special focus on European countries: How do European countries differ from each other?

Hofstede's dimensions: Power Distance, Uncertainty Avoidance, Individualism & Collectivism, Masculinity & Femininity.

Variations in orientation to basic concepts (time, space).

- Managing diversity: working in a multicultural context: advantages and disadvantages of cultural diversity, techniques for effective work in a multicultural group, cross-cultural communication, stereotypes: use & misuse.
- Expatriation: cross-cultural entry, culture shock and how to manage it, cross-cultural re-entry.

- Management and Culture:
 - Motivation.
 - Organizational structures.
 - Negotiation.
 - Leadership & decision-making, the Vroom-Yetton model.

European management vs. management in Europe: Will management in Europe become more similar (convergence hypothesis) or stay differentiated (divergence hypothesis)?