



SELF PROGRAM 2025/2026

Cross Cultural Management

Jan Nowacki

Contact : jan.nowacki@univ-lyon3.fr

Course information

Number of credits: 6 credits

Contact hours: 30 hours

Hours taught per week: 3 hours

Teaching period: fall 2025

Course description:

In today's globalized world the need for managers to understand the implications of culture both within and beyond a business environment is evermore necessary. Whether working for national companies, multinational corporations or NGO's the need for cross-cultural skills is now essential. Many cross-cultural courses have looked at culture through national culture bound theories which take a static view of culture. This interdisciplinary course will go beyond these now outdated concepts by introducing students to contemporary cultural

theories taken from globalization studies, linguistics and social and cultural anthropology that propose a dynamic, ever changing world with overlapping boundaries in environments which are continually being deterritorialized from local contexts. Furthermore this course will introduce students to methodologies used in examining cultural practices and look at how theories and methodologies can be used within an organisation in a practical way.

Prerequisites:

No prerequisites required

Course objectives:

The main objectives of this course aim to help students:

- become aware of the role and place of culture in organizations
- understand a range of concepts related to culture, communications and management
- gain concrete skills and learn about practices and methodologies related to cross-cultural communication and management in order to be able to operate in a globalized /globalizing environment
- take an in depth look at various cultural contexts in today's world
- learn to work in intercultural teams within and outside class on group projects with other students from across the world

Assessment:

The semester will be divided up into 12 weekly sessions during which the above outlined objectives will be studied. Courses will combine lectures, workshops, classroom debates, videos, and external speakers working in cross-cultural environments. Outside class students are expected to study the readings from the course bibliography, work on group and individual projects and examine case studies.

– Class contribution and attendance: Students are expected to attend every class and actively contribute to class debates and discussions. Furthermore students must study the course readings outside class to prepare for each weeks subject.

– Group Presentations: In groups of 4 or 5 students must work together in intercultural groups outside class to prepare for a mid-term presentation of about 25 minutes. Topics for these presentations will be suggested in the first two sessions.

– Final Exam: A final two-hour exam will be held in the last course session. The exam will cover various aspects of the course. Students will be expected to show an understanding of relevant theories and concepts illustrated through examples.

40% mid-term group oral presentation

10% final group report

50% final exam (written)

Attendance:

In order to participate, students must be present. Nevertheless, a maximum of 2 (two) unexcused absences will be allowed otherwise no mark will be given. An unexcused absence at a test (final test or continuous assessment) means no credits for the course.

Bibliography:

Hickson & Pugh, 1995 *Management Worldwide: Distinctive Styles Amid*

Globalization London: Penguin- Cultures and organizations by Geert Hofstede

Hofstede, Geert. (1991, 2005) *Cultures and Organizations Software of the Mind*. New York:

McGraw HillRiding the Waves of Culture by Fons Trompenaars and Charles Hampden Turner

The Silent Language by Edward Hall