

## PM105 - Cross-Cultural Leadership and Human Resource Management

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General information	
<b>Module Code</b>	PM105
<b>Unique Identifier</b>	
<b>Module Leader(s)</b>	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
<b>Lecturer(s)</b>	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
<b>Offered in Semester</b>	Sommersemester 2019
<b>Module duration</b>	1 Semester
<b>Occurrence frequency</b>	Regular
<b>Module occurrence</b>	In der Regel im Sommersemester
<b>Language</b>	Englisch
<b>Recommended for international students</b>	Yes
<b>Can be attended with different study programme</b>	Yes

Curricular relevance (according to examination regulations)
Study Subject: M.Sc. - MIE - Information Engineering (PO 2022, V3) Study Specialization: Intelligent Systems Module type: Wahlmodul Semester: 1, 2, 3
Study Subject: M.Sc. - MIE - Information Engineering (PO 2022, V3) Study Specialization: IT Security Module type: Wahlmodul Semester: 1, 2, 3
Study Subject: M.Sc. - MIE - Information Engineering (PO 2022, V3) Study Specialization: Business IT-Management Module type: Wahlmodul Semester: 1, 2, 3
Study Subject: M.Sc. - MIE - Information Engineering (PO 2022, V3) Study Specialization: Information Technology and Systems Module type: Wahlmodul Semester: 1, 2, 3

Qualification outcome
<i>Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.</i>

After successful completion of the course, the student will be able to:

- Critically reflect upon advancements within intercultural research and management
- Have in-depth knowledge of self-chosen scientific articles that deal with contemporary intercultural situations
- Provide comprehensive critiques of modern cultural research agendas highlighting strengths and weaknesses
- Be familiar with modern cultural discourse and work with complex multidimensional cultural models
- Understand and explain cultures influence on a diverse set of business aspects including, but not limited to: HRM, Strategy and Structure, Motivation, Negotiations, Communication, Marketing, Expatriate Utilization and Subcultures
- Work with culturally based scientific articles that elucidate variances in business methods as a result of cultural biases
- Quickly identify and process behavioural norms triggered by cultural variances and associate meaning to these norms so to avoid disorientation
- Create novel cultural dimensions that allow for deeper examination and understanding of specific value-based scenarios around the world
- Obtain a holistic impression of the strengths and weaknesses that the science of cultural studies harbours and be able to provide discussion points for overcoming/working with the weaknesses and tapping into the strengths

After successful completion of the course, the student will be able to:

- Use their intercultural learning analytically and critically being able to quickly identify worthy from non-worthy cultural studies/contributions
- Conduct comprehensive and novel intercultural research within the cultural macro- and micro-sphere, which is to be demonstrated in class and through projects.
- Execute empirical research projects at a high level with high data validity and analyses
- Be competent and comfortable in multicultural environments
- Be able to quickly identify different behavioural norms and attribute these to cultural variances and their deeper contextual meaning
- Avoid getting disillusioned by unfamiliar foreign behaviour
- Be a leader and proactive element in foreign business settings where multi-diversity thrives.
- Avoid ethnocentric behavioural tendencies and draw benefits from polycentric performance
- Conduct cultural research at a high academic level leading to innovative findings

After successful completion of the course, the student will be able to:

- Express relevance and authority on complex cultural issues
- Present and confidently portray complex ideas related to intercultural environments
- Communicate effectively with a large number of foreign cultures
- Thrive in multicultural environments and become a proactive partner in achieving optimal outcomes in difficult situations
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Adapt a natural leadership style in multifarious settings

- Participate in high-level discussions concerning cultural business alterations

After successful completion of the course, the student will be able to:

- Work confidently with cultural data extraction at the primary (empirical) and secondary (theoretical) level
- Break free of the use of traditional cultural research techniques and have the skill set to develop their own cultural dimensions through which more precise and contemporary results will emerge. The participants are thus at the forefront of analytical culture research which is crucial for taking the cultural research debate to the next level
- Use his/her cultural abilities intelligently to cope effectively within an international work environment.
- Conduct correlation tests between multiple data sets and be able to explain the findings in laymen as well as professional terms
- Perform independent studies that scrutinize complex cultural phenomenon
- Confidently discuss cultural business matters with other professionals within the field
- Make intelligent and culturally sensitive decisions that seek win/win outcomes and bridge cultural gaps
- Be well versed in multiculturalism and being sensitive to equal opportunities for minorities and subcultures

### Content information

Content information	
<b>Content</b>	<p>Course content deals with but is not limited to:</p> <ul style="list-style-type: none"> <li>• Developing skills in secondary data cultural literature extraction</li> <li>• Developing skills in primary data cultural extraction</li> <li>• Categorizing cultures without stereotypical associations</li> <li>• Bridging the cultural gap and cultural sensitivity cases</li> <li>• Culture's influence on strategy, structure, control</li> <li>• Culture's influence on leadership, management and IHRM</li> <li>• Website and marketing variances as a result of cultural differences</li> <li>• Culture's influence on motivation and communication</li> <li>• Culture's influence on negotiation tactics</li> <li>• Gender Equality</li> <li>• Subcultures</li> <li>• Expatriate utilization</li> <li>• Creating novel cultural dimensions</li> </ul>

<b>Literature</b>	<p>Recommended readings:</p> <ul style="list-style-type: none"> <li>• Kwar, T. I. (2012), Cross-Cultural Differences in Management. International Journal of Business and Management. Vol 3, No. 6.</li> <li>• Berkovic, J. &amp; Foulkes, j. (2012). Cross Cultural effects in Conflict Management; Examining the nature and relationship between culture and international mediation. International Journal of Cross Cultural Management. Vol 12, No. 1 pp. 25 – 47.</li> <li>• Gardner, W.L., Gabriel, T. and Lee, A. (1999) ‘I’ value freedom but ‘we’ value relationships: self-construal priming mirrors’, Psychological Science, Vol. 10, No. 4, pp.321–326.</li> <li>• Gerhart, B. (2008). Cross Cultural Management Research: Assumptions, Evidence and Suggested Directions. International Journal of Cross Cultural Management. Vol 8, No. 3, pp. 259 – 274.</li> <li>• Gulev, R. E. (2017). Multicultural Management - A collection of country profiles for higher cultural competence. Laboe: ABP.</li> <li>• Gulev, R.E. (2009) ‘Cultural repercussions: an analysis of management behaviour through the lens of European cultural variations’, Industrial Management and Data Systems, Vol. 109, No. 6, pp.793–808.</li> <li>• Hofstede, G. and Hofstede, G.J. (2005) Cultures and Organizations: Software of the Mind, 2nd ed., McGraw-Hill, New York, NY.</li> <li>• House, R.J., Hanges, P.J., Javidan, M., Dorfman, P. and Gupta, V. (2005) Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies, Sage, London.</li> </ul> <p>Trompenaars, F. (2007) Riding the Whirlwind; Connecting People and Organizations in A Culture of Innovation, The Infinite Ideas Company Ltd., Oxford, UK.</p>
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<b>Teaching formats of the courses</b>	
<b>Teaching format</b>	<b>SWS</b>
Lehrvortrag	4

<b>Workload</b>	
<b>Number of SWS</b>	4 SWS
<b>Credits</b>	5,00 Credits
<b>Contact hours</b>	48 Hours
<b>Self study</b>	102 Hours

<b>Module Examination</b>	
<b>Examination prerequisites according to exam regulations</b>	None
<b>PM105 - Präsentation</b>	Method of Examination: Präsentation Duration: 25 Minutes Weighting: 10% wird angerechnet gem. § 11 Absatz 2 PVO: Yes Graded: Yes
<b>PM105 - Projektbezogene Arbeiten</b>	Method of Examination: Projektbezogene Arbeiten Weighting: 15% wird angerechnet gem. § 11 Absatz 2 PVO: Yes Graded: Yes
<b>PM105 - Hausarbeit</b>	Method of Examination: Hausarbeit Weighting: 75% wird angerechnet gem. § 11 Absatz 2 PVO: Yes Graded: Yes

<b>Miscellaneous</b>	
<b>Recommended Prerequisites</b>	To have read and understood at least three of the books/articles from the recommended literature list.