Cross-Cultural Management

ECTS : 6

Enseignant responsable : Ines MORTREUIL

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Dauphine's international learning environment brings together students from diverse cultural and academic backgrounds, creating a classroom that mirrors today's globalized workplaces. In this course, students will explore how cultural differences shape interactions, decision-making, and organizational behavior, equipping them with the tools to work effectively across cultures. Through case studies, interactive discussions, and real-world applications, students will develop cultural awareness, communication strategies, and adaptability--essential skills for both teamwork and leadership in international settings. The course will also examine the role of digital culture in cross-border management and the influence of organizational and company culture on professional dynamics. This course offers a practical and reflective approach, enabling students to navigate and contribute to a multicultural world with confidence. This course aims to:

- Provide students with a foundational understanding of multicultural management and its relevance in international workplaces.
- Introduce key cultural frameworks that explain differences in communication, leadership, and teamwork.
- Foster awareness of how digital culture shapes interactions in multicultural teams.
- Equip students with practical skills for effective cross-cultural communication, conflict resolution, and negotiation.
- Explore the impact of organizational and company culture on management strategies.
- Prepare students to apply multicultural management principles in academic and professional settings.

This course is on Moodle. **1 Introduction to Cross-Cultural Management**

- Defining multicultural management in a globalized world
- The impact of culture on organizations and teams
- Overview of key concepts and course structure.

2 Understanding Cultural Differences

- Exploring cultural dimensions: Hofstede's framework and beyond
- How cultural values influence decision-making and professional behavior
- Workshop: Identifying your own cultural profile.

3 Intercultural Communication in a Digital Age

- Verbal and non-verbal communication across cultures
- High-context vs. low-context communication styles
- Case study: Managing digital communication across borders.

4 Leadership and Teamwork in a Multicultural Environments

- Leadership styles across cultures
- Building and managing diverse teams.
- Case study: Managing global project teams.

5 Conflict Management and Cross-Cultural Negotiation

- Understanding cultural perspectives on conflict
- Negotiation styles across cultures.
- Role-playing exercise: Negotiating in multicultural contexts.

6 Organizational and Company Culture

- How organizational culture shapes management approaches
- Comparing company cultures in international contexts
- Case study: Adapting to different organizational norms.

7 Managing Virtual and Cross-Border Teams

- Challenges of remote work in multicultural settings

- Building trust, collaboration, and cohesion in virtual teams
- Interactive workshop: Managing an international virtual project

8 Ethics and Social Responsibility

- Understanding ethical standards in a global context.
- Corporate social responsibility (CSR) across cultures
- Case discussion: Ethical dilemmas in international management.

9 Developing Cultural Intelligence for Everyday Life

- What is cultural intelligence (CQ), and why does it matter?
- Strategies for increasing adaptability in cross-cultural settings
- Practical applications in academic and professional environments

10 Applying Cross-Cultural Management Strategies

- Integrating cultural frameworks into practical management decisions.
- Group work: Designing a cross-cultural strategy for a real or simulated company.

11 Global Talent and the Future of Work

- How organizations attract, develop, and leverage diverse talent to foster performance, innovation, and the common good.
- Exploring global trends in skills, collaboration, and leadership for sustainable success.
- Case study: Building inclusive international teams.

12 Final Group Presentations & Course Wrap-Up

- Presentation of group projects.
- Peer and instructor feedback.
- Course synthesis and reflection on key insights in cross-cultural management.

Compétences à acquérir :

By the end of the course, students will be able to:

- Identify key cultural frameworks and their impact on organizational and team dynamics;
- Develop cultural intelligence to navigate and thrive in diverse professional environments;
- Apply intercultural communication and negotiation techniques in digital and in-person interactions;
- Analyze the influence of digital culture on global business and teamwork;
- Evaluate ethical dilemmas and corporate social responsibility in a multicultural context;
- Understand how organizational and company cultures shape management strategies;
- Engage in critical reflection on real-world multicultural management challenges.

Pré-requis obligatoires

This course is open to undergraduate students at Dauphine with an interest in international business, management, or global affairs. While no prior coursework in management is required, students should:

- Have proficiency in English (as the course will be conducted in English);
- Be open to discussing and reflecting on different cultural perspectives;
- Have basic experience in teamwork and group discussions from previous coursework;
- Be willing to engage in interactive and participatory learning methods.

Mode de contrôle des connaissances :

- To ensure an engaging and interactive learning experience, students will be evaluated through continuous assessment, combining individual and group work, practical exercises, and participatory activities throughout the semester. o **Class Participation & Engagement (15%)** Active participation in discussions, group work, and interactive activities is essential. Students are expected to contribute thoughtfully and engage with diverse perspectives. o **Individual Assignments & Reflections (25%)** Students will work on short written analyses, quizzes, or reflective papers after selected sessions to ensure comprehension and critical thinking. o **Group Case Studies & Workshops (30%)** Students will collaborate on real-world cases and simulations, applying cross-cultural management frameworks to practical scenarios. o **Final Group Project & Presentation (30%)** Development of a multicultural management strategy for a chosen company or context. Presented in the final session, demonstrating analytical depth, creativity, and teamwork. The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be

submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Meyer, E. (2014). The Culture Map: Breaking Through the Invisible Boundaries of Global Business;
- Hofstede, G. (2001). Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations;
- Trompenaars, F., & Hampden-Turner, C. (2012). Riding the Waves of Culture: Understanding Diversity in Global Business;
- Hall, E. T. (1976). Beyond Culture;
- Schein, E. H. (2010). Organizational Culture and Leadership;
- D'Iribarne, Ph. Chevrier S., Henry, A., Segal, JP., Tréguer-Felten, G. (2020). Cross-Cultural Management Revisited - Baggini, J. (2018). How the world thinks: A Global History of Philosophy.

Supplementary Online Readings - Meyer, E. (2014), Navigating the Cultural Minefield, Harvard Business Review- Earley, C. and Mosakowski, E. (2004), Cultural Intelligence, Harvard Business Review - Falcão, H. and Wiegelmann, T. (2025), The Secret to Cross-Cultural Negotiations, Harvard Business Review - The New Geopolitics of Global Talent (2025), Boston Consulting Group - When Innovation has no borders, culture is key (2022), Boston Consulting Group **Ines Mortreuil Rogic** is a lecturer in management sciences, strategy consultant, and executive coach with an international background and extensive professional experience in organizational cultures. She specializes in strategic organizational design, cross-cultural management, governance, and strategic communication, advising executives, public institutions, and global organizations on leadership, decision-making, and cultural transformation. With a career spanning management consulting and executive coaching, she bridges academic theory with real-world business challenges. Her dynamic, experiential teaching approach incorporates case studies, strategic simulations, and professional insights, enabling students to develop cross-cultural competencies, sharpen their managerial reflexes, and refine their ability to work effectively in teams. Passionate about preparing future leaders, she equips students with the essential tools to better understand organizations and future work environments, foster meaningful collaborative interactions, and develop deeper self-awareness. Through this, students learn to express their full capacities and talents, becoming confident, inspiring contributors in diverse professional settings.

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