

Cross Cultural Management (Master Year 1 / Fall)



Master International Affairs, Strategic Policy Analysis and the Global Economy / Faculty of Social Sciences, Economics and Law

Introduction

In an increasingly interconnected global environment, effective communication across cultures is an essential professional and leadership skill. This course introduces students to the principles and practices of cross-cultural communication and management, with particular attention to how culture influences communication styles, leadership, collaboration, negotiation, decision-making and professional relationships. Through theoretical frameworks, contemporary case studies, media examples, discussion and practical activities, students will explore how cultural values, identities, assumptions and communication practices shape interactions in international environments. Particular emphasis will be placed on developing cultural awareness, adaptability and the ability to communicate effectively across cultural boundaries. The course encourages students to move beyond cultural stereotypes and develop a more nuanced understanding of cultural difference, while recognizing the complexity of individual and professional identities in an increasingly globalized world.

Objectives

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

Identify and explain key concepts and frameworks used to understand cross-cultural communication and management.

Analyze how cultural values, identities and communication styles influence professional interactions, teamwork, leadership and decision-making.

Recognize and critically evaluate cultural assumptions, stereotypes and potential sources of misunderstanding in international contexts.

Adapt communication strategies to different cultural and professional contexts while maintaining clarity, respect and effectiveness.

Apply cross-cultural communication concepts to real-world international situations through case analysis, discussion and practical exercises.

Program

Methods of Instruction

Each session combines institutional and historical material with economic analysis and discussion of concrete European and international cases. Students are expected to attend the lectures, review the material presented in class and be able to connect institutional mechanisms with the broader economic questions discussed throughout the semester.

Assessment and Final Grade

Duration

1 semester

Teaching languages

- English

Conditions of submission

If you need more information about this course, kindly send an email to: incomingdri@icp.fr

Assessment will be based on continuous participation and an individual applied analysis. 1. In-class participation and collaborative activities — 40% Students will be assessed on the quality and consistency of their contribution to class discussions, case-study activities, group exercises and practical applications of course concepts. Assessment will focus on preparation, active listening, thoughtful contribution, ability to engage respectfully with different perspectives, and application of course concepts rather than attendance alone. 2. Individual Cross-Cultural Case Analysis — 60% Students will complete an individual analysis of a cross-cultural communication or management situation. The assignment will require students to identify the cultural and communication issues involved, apply relevant course concepts or frameworks, and propose appropriate strategies for addressing the situation. Final grade: 100% Assessment dates and submission instructions will be communicated in class.

Course Outline

Session 1 — Introduction to Cross-Cultural Communication and Management

Introduction to the course, expectations and assessment
What is culture? What is cross-cultural communication?
Culture, identity and the danger of cultural stereotypes
Cultural values, assumptions and worldviews
Introduction to selected cross-cultural frameworks
Interactive case study and discussion: when communication goes wrong across cultures

Session 2 — Communication Styles, Cultural Context and Professional Interaction

High-context and low-context communication
Direct and indirect communication
Verbal and non-verbal communication across cultures
Language, meaning, silence, politeness and misunderstanding
Cultural differences in meetings, feedback and professional communication
Practical case analysis: adapting communication to an international audience

Session 3 — Cross-Cultural Leadership, Teams and Collaboration

Leadership expectations across cultures
Individualism, collectivism and approaches to teamwork
Hierarchy, authority and power distance
Trust-building and collaboration in multicultural teams
Conflict, disagreement and different approaches to problem-solving
Case study: managing a culturally diverse international team

Session 4 — Cross-Cultural Negotiation, Influence and Decision-Making

Cultural approaches to negotiation
Relationship-building, trust and persuasion
Time, deadlines and approaches to decision-making
Conflict management and navigating disagreement
Ethical considerations in cross-cultural management
Applied negotiation/case exercise

Session 5 — Global Professional Communication: Application and Case Analysis

Integrating cross-cultural communication and management concepts
Contemporary international case studies
Cultural intelligence and professional adaptability
From cultural awareness to effective action
Individual case analysis workshop and discussion
Review and preparation for the final assessment

Required readings and selected media/case materials will be assigned or provided for individual sessions.

Bibliography

Selected / Required Resources

Hall, Edward T. *Beyond Culture*. Anchor Books.
Hofstede, Geert, Gert Jan Hofstede, and Michael Minkov. *Cultures and Organizations: Software of the Mind*. McGraw-Hill.
Meyer, Erin. *The Culture Map: Breaking Through the Invisible Boundaries of Global Business*. PublicAffairs.
Ting-Toomey, Stella and Leeva Chung. *Understanding Intercultural Communication*. Oxford University Press.
Bennett, Milton J. "Towards Ethnorelativism: A Developmental Model of Intercultural Sensitivity." In *Education for the Intercultural Experience*, edited by R. Michael Paige.



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Selected contemporary articles, interviews, videos, case studies and professional examples relating to cross-cultural communication, international management, globalization and cultural intelligence will be incorporated throughout the course.

Additional Resources Students may also be directed toward contemporary materials from international organizations, business publications, academic journals, global media and professional organizations in order to connect theoretical concepts with current international affairs and professional practice.



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