



Intercultural management

Silvia DIDIER, Associate Professor, iaelyon School of Management

This course concerns the principles of intercultural management. Participants will get familiar with different paradigms and models in this field. In a globalized world where professionals and individuals are more and more often exposed to different cultures the need of deeper understanding of the impact of culture on behavior, learning styles, leadership and management is crucial for future managers. The aim of this course is to provide participants with some of the most common concepts and models in intercultural management in order to have a “toolbox” at hand when analyzing, interpreting and managing intercultural situations.

Mercredi 4 janvier : 9h-12h30 / 14h-17h45

Jeudi 5 janvier : 9h-12h30 / 14h-17h45

Vendredi 6 janvier : 9h30-13h

18 heures au total

Course objectives:

- Acquire knowledge of the different paradigms and models in intercultural management
- Develop intercultural skills and competencies

Course outline:

1. Introduction

- a. The history of intercultural management
- b. Three paradigm in intercultural management

2. Understanding otherness and discord

- a. Concepts and analytical approaches; LESCANT model, dimensional models (Hall & Hall, Hofstede, Trompenaars, TMC...), Globe study, etc.
- b. Management situations requiring intercultural competencies (market entry, intercultural collaboration and communication, M&A, International

teams, leadership, company culture & cultural change, expatriation...)

3. Competencies and Resources

- a. Different models of cultural competencies (Bolten, Barmeyer...)
- b. Development and training of intercultural competencies (Framework of intercultural training methods, Intercultural interaction, training tools (eg. Cultural orientation indicator, Cultural profile indicator...), intercultural learning styles, ...

4. Achieving complementarity and Synergy

- a. Concepts and analytical approaches (Bennet, Adler, Chevrier, TMC...)
- b. Intercultural team challenge: Analyzing company culture with the KPI (Cultural profile indicator)

models and concepts in intercultural management and the practice of a manager in an international environment.

- Be able to analyze intercultural situations and incidents with the help of theoretical models and concepts
- Be able to develop appropriate strategies in order to resolve possible intercultural conflicts
- Be able to work, interact and communicate in a cross-cultural environment
- Analyzing skills
- Critical reflection
- Presentation skills

Resources to be used during seminar:

Case studies, texts, videos, PPT presentations, individual and group work, break-out sessions, class discussions

The active participation of the students is mandatory in order to make this course an interesting, rich and cross-cultural experience.

Indicative bibliography:

Barmeyer, Christoph / Franklin, Peter (2016): Intercultural management. A case-based approach to achieving complementarity and synergy.- Palgrave, London
Schein, Edgar (2010): Organizational Culture and Leadership.- Jossey Bass, 4th edition, San Francisco and she is the International MBA's Director.

Teaching method:

The format of the class will include lectures, class-discussion, and case-studies. It is aimed to be interactive and the participants are invited to participate actively.

Pre-requisites: Participants should have a first experience in an international environment.

Targeted skills:

- Openness
- Raise self- and other-awareness
- Be able to draw a link between the theoretical

About Silvia Didier



Silvia Didier is an experienced intercultural trainer, consultant, expatriate coach and author of several books, working in a multi-national business setting. She has more than 20 years of work experience in the fields of marketing and communication, strategic consulting, intercultural training and executive coaching. Since 2013 she is working as a senior lecturer at the iaelyon School of Management - Jean Moulin University. Since 2020 she is associate professor at iaelyon, in Intercultural management.