



Ljubljana Summer School  
"Take the Best from East & West"  
4 – 22 July 2022

## Working and Communicating Across Cultures: Is there a Sustainable Solution?

Bachelor (ECTS: 6)

14.00 – 16.30

**Bücker Joost**

Radboud University, the Netherlands

### Course objectives and learning outcomes:

Prerequisites for attending the course: an introductory course in organizational behaviour or in management.

### Course syllabus/Daily topics:

| DATE              | TOPIC/SESSION (detailed description)   |
|-------------------|--|
| Monday, 4 July    | <b>Welcome session</b>   |
| Tuesday, 5 July   | Positioning cross-cultural management and communication within a sustainable context.<br>Globalization, hybridization, economic systems, inequality, refugees, migrants, position western countries.   |
| Wednesday, 6 July | Managing across cultures, a cross-cultural simulation game using extended role play and intensive reflection.<br>Ecotonos cultural simulation game for international business students. Students play in three culturally different groups a cross-cultural role play simulating cross-cultural consultancy work. Experiential learning, cross-cultural communication, preparing a hands on innovative project.. |
| Thursday, 7 July  | Cross-cultural competence development: sustainable cultural competencies (role of cultural intelligence, experiential learning, international education).  |



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|                    | Input for reflection report: Reflecting on self/ role-behavior, cultural mindset, ethnocentrism, role flexibility, and ambiguity in cross-cultural simulation game.  |
| Friday, 8 July     | Cultural dynamic environments. Reality is more complex.<br>Stability of cultures. The role of institutions, national cultures, regional cultures and sub-national cultures.<br>Reinforcement of cultural values.<br>Dynamic versus static cultures.<br>Sustainable cross-cultural communication: a nearby reality? |
| Monday, 11 July    | Use and misuse of cultural dimension models for understanding cross-cultural interactions.<br>Cultural dimension models: Hall, Hofstede, Trompenaars, the GLOBE.   |
| Tuesday, 12 July   | Organizational environments: Corporate cultures influenced by Headquarter country location and local subsidiary culture.<br>The role of a unifying corporate culture across national cultures.<br>Case study Wal-Mart.   |
| Wednesday, 13 July | Communicating across cultures. The role of language diversity.<br>Language management in multinational companies. What language do we choose?<br>The option of fusion work.<br>Simulation play about communication between management team and employees.  |
| Thursday, 14 July  | Managing innovation in culturally diverse teams.<br>Team cultural intelligence, leadership and cultural diversity as conditions for team innovation.   |



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|                    | Analysing results of three empirical team innovation studies.   |
| Monday, 18 July    | Leader-follower debate: Global leadership, does it exist? What is it? How to develop?<br>The GLOBE, a study into cultural diversity and global leadership: lessons for self-development among international students.<br>Case study Matsushita Japan. |
| Tuesday, 19 July   | Ethics and Culture in cross-cultural sustainable management. Is there a hierarchy between ethical and cultural intelligence?<br>Case study Shell in Nigeria.  |
| Wednesday, 20 July | <b>Study day for students (no lectures)</b>   |
| Thursday, 21 July  | <b>Final examination/Project presentations</b>  |
| Friday, 22 July    | <b>Certificates &amp; closing ceremony</b>  |

**Teaching methods:**

Simulation game Ecotonos, self-developed and existing case studies about sustainable cross-cultural management

**Course materials/List of readings:**

Book (optional):

Steers, R.M., Osland, J.S. (2020). Management across cultures. Challenges, Strategies, and Skills. Cambridge University Press. Fourth Edition. ISBN: 9781108717595.

Journal articles and Case studies:

- Boele, R., Fabig, H., & Wheeler, D. (2001). Shell, Nigeria and the Ogoni. A study in unsustainable development: I. The story of Shell, Nigeria and the Ogoni people–environment, economy, relationships: conflict and prospects for resolution. Sustainable development, 9(2), 74-86.
- Bücken, J. J., & Korzilius, H. (2015). Developing cultural intelligence: assessing the effect of the Ecotonos cultural simulation game for international business students. The International Journal of Human Resource Management, 26(15), 1995-2014.
- Bücken, J.J.L.E.; Poutsma, F.; Schouteten, R.L.J.; Nies, C. (2020). The development of HR support for alternative international assignments. From liminal position to institutional support for short-term assignments, international business



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travel and virtual assignments. *Journal of Global Mobility: the Home of Expatriate Management Research*, 8, 249 - 270. ISSN 2049-8799.

- Chen, C.L. & Easterby-Smith, M. (2008). Is Guanxi still working, while Chinese MNCs go global? The case of Taiwanese MNCs in the UK. *Human Systems Management*, 27, 131–142.
- Christopherson, S. (2007). Barriers to ‘US style’ lean retailing: The case of Wal-Mart’s failure in Germany. *Journal of Economic Geography*, 7, 451-469.
- Fang, T. (2003). A critique of Hofstede’s fifth national culture dimension. *International Journal of Cross-Cultural Management*, 3, 3, 347-368.
- Feely, A. J., & Harzing, A. W. (2003). Language management in multinational companies. *Cross Cultural Management: An International Journal*, 10(2), 37-52.
- Ford, R. C., Piccolo, R. F., & Ford, L. R. (2017). Strategies for building effective virtual teams: Trust is key. *Business Horizons*, 60(1), 25-34.
- Holden, N. (2001). Why Globalizing with a Conservative Corporate Culture Inhibits Localization of Management The Telling Case of Matsushita Electric. *International Journal of Cross Cultural Management*, 1(1), 53-72.
- Leung, A. K. Y., Koh, K., & Tam, K. P. (2015). Being environmentally responsible: Cosmopolitan orientation predicts pro-environmental behaviors. *Journal of Environmental Psychology*, 43, 79-94.
- McGuire, J. & Dow, S. (2009). Japanese Keiretsu: Past, present, future. *Asia Pacific Journal of Management*, 26, 333–351.
- Shapiro, J. M., Ozanne, J. L., & Saatcioglu, B. (2008). An interpretive examination of the development of cultural sensitivity in international business. *Journal of International Business Studies*, 39(1), 71-87.
- Spijkerman, H., Benschop, Y. W., & Bücken, J. (2018). Constructive intercultural contact: yes we can. Introduction of a new concept. *Equality, Diversity and Inclusion: An International Journal*, 37(7), 649-663.
- Thomas, D. C., Liao, Y., Aycan, Z., Cerdin, J. L., Pekerti, A. A., Ravlin, E. C., ... & Moeller, M. (2015). Cultural intelligence: A theory-based, short form measure. *Journal of International Business Studies*, 46(9), 1099-1118.
- Van Hoorn, A., & Maseland, R. (2013). Does a Protestant work ethic exist? Evidence from the well-being effect of unemployment. *Journal of Economic Behavior & Organization*, 91, 1-12.



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**Examination method and evaluation criteria (weighted categories):**

Paper (on reflection cross-cultural behaviour in simulation game (50%), Exam (written exam, open questions) 50%

**Grading scale (the same for all courses):**

| DEFINITION  | %      | LOCAL SCALE | ECTS SCALE | Grade (USA) |
|---|--------|-------------|------------|-------------|
| exceptional knowledge without or with negligible faults | 92-100 | 10          | A          | A+, A, A-   |
| very good knowledge with some minor faults              | 85-91  | 9           | B          | B+, B       |
| good knowledge with certain faults                      | 77-84  | 8           | C          | B           |
| solid knowledge but with several faults                 | 68-76  | 7           | D          | C+, C, C-   |
| knowledge only meets minimal criteria                   | 60-67  | 6           | E          | D+, D       |
| knowledge does not meet minimal criteria                | <60    | 5           | F          |             |

**Short course leader(s) biography:**

Dr. Joost Bucker is senior lecturer Strategic Human Resource Management in the Institute for Management Research at Radboud University in Nijmegen, the Netherlands. He studied Sociology (MA) at the University of Tilburg. He finished his PhD in 2013 on the topic of ‘cultural intelligence measurement and development in China and the Netherlands’. His latest research is about the impact of team cultural intelligence on team innovation, the role of HR in expatriation processes, the role of HR in internationalizing family firms and the role of sustainability in today’s HR. Joost Bucker is an expert in training and consultancy on global leadership, personal & team effectiveness, and cross-cultural management and can be contacted at [J.Bucker@fm.ru.nl](mailto:J.Bucker@fm.ru.nl)