



### Project Description

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|------------------------|---|--|---|
| Title                  | <b>“Cross-Cultural Management” Intensive Program</b>                                    |  |   |
| Coordinating Institute | <b>Technological Educational Institute of Crete</b>                                     |  |   |
| Project Leader         | <b>Dr Evangelos Tsoukatos, Lecturer</b>   |  |   |
| Venue                  | <b>TEI of Crete, Department of Finance and Insurance, Agios Nikolaos, Crete, Greece</b> |  |   |
| Dates                  | <b>5-18 July 2010</b>   |  |   |
| Financed by            | <b>European Commission/Lifelong Learning Programme 2009</b>                             |  |   |
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| Partner Institutions   |   |  |   |
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### Objectives

The **“Cross-Cultural Management”** intensive program is an initiative of the EuroMed Research Business Institute ([www.emrbi.com](http://www.emrbi.com)) designed to achieve the following:

1. Through mutual contribution of partner institutions establish a common base of teaching material, innovative teaching and learning outcomes with the potential to become the European standard for cross-cultural management training.
2. Maintain the partnership beyond the project’s completion by integrating its results into the regular work of partner institutions and exchanging knowledge and experience.
3. Strengthen further the partnership towards undertaking common research projects and implementing joint curricula.
4. Promote the idea of CCM training, as an essential part of management curricula, as widely as possible between students and academics of different cultural backgrounds.

The above aims will be met through:

- Providing students with high level theoretical and empirical know-how on the key issues related to cross-cultural management
- Doing this in a genuinely multicultural and multilingual learning environment
- Offering academically valid training with transferable ECTS units assigned to it



- Turning all students and academics involved into advocates of the project
- Taking all appropriate actions to disseminate the program's results
- Using the program as the basis for creating a joint Master's in Cross-Cultural (or International) Management.

#### **Target groups**

Direct target groups are first (BA) and second (MA) cycle students, enrolled in partner institutions. Although the program is designed to meet postgraduate standards, it will be flexible enough to be attended by undergraduate students in their final semesters. All students must have a good command of the English language.

#### **Main activities**

Expert academics from participant institutions, will provide students with theoretical knowledge and practical skills in five modules related to the main areas of cross-cultural management:

**Module 1. "Culture as the foundation of human behavior – Definition of Culture"** with the following sub-units: Conceptualization of Culture, Relative strengths and weaknesses of models, the notion of Sub-Culture, Importance of shifts in culture. People's response to change, Economic factors and foreign interventions as determinants of shifts in culture

**Module 2. "International Management and Culture"** with the following sub-units: Significance of culture for management, Implications of culture on managerial styles and decision-making, Culture and strategy, Implications on strategic alliances, Mergers and acquisitions across cultures, International cooperation, Intercultural knowledge transfer, Culture and organizational structures, Work related value systems, Western vs. Eastern cultures

**Module 3 "Implications of culture on management practice"** with the following sub-units: Corporate cultures, Leadership in multi-cultural contexts, Organizational change as a cultural process, Building and monitoring trans-cultural competence, International marketing, Managing customer behaviour.

**Module 4 "Culture and management communication"** with the following sub-units: Communicating in and between cultures, Handling communication barriers, International – cross-cultural negotiations, Implications of culture on team-work, Cultural diversity and conflicts, Resolving conflicts-Mediation, Developing intercultural relationships.

**Module 5 "Culture and business environment"** with the following sub-units: Ethical issues related to culture, Political and economic environment, Environmental considerations, Corruption, Legal systems.

A final **Module 6 "Closing Unit"** will include oral presentation of assignment work and discussion, a Closing lecture and finally the Course review and assessment.

Modules 1 to 5 contain morning lectures in plenary sessions and afternoon parallel sessions of case studies, guided assignment work, group discussions etc. Module 6 is an all day event.

The program also includes cultural visits to Knossos Palace (known as the Labyrinth in ancient years) and to Diktaion Andron (the place where Zeus, who later made love to Europe, was born) at no cost for the program's budget as transportation will be provided by TEI of Crete.

**Expected outputs of the program** will encompass:

1. Joint implementation of the course for at least two more years after Agios Nikolaos, hosted by partner institutions in other countries followed by implementation of the course at least once by each partner university.
2. Course related material in electronic form complete with contents and layout, reading material for students, recommended other reading list, teacher's reading material including pedagogical and teaching methods recommendations, elaborated case studies, simulation instructions and a complete set of multimedia presentations.
3. Evaluation methodology and results report in electronic form, also containing evaluation instruments (questionnaires) and recommendations for possible changes to the program.
4. A website containing all course related material and outputs for download, in all stages of the program (preparation, implementation, dissemination and follow up).
5. An extensive internal and external dissemination campaign through electronic means available.

Partner institutions will incorporate the 6 ECTS credits worth course into their regular program either as obligatory or elective and exchange knowledge and experience from its implementation. According to the structure of studies in each university the credits will either count as representing an integral course module or will be allocated to existing courses as work done.

The IP will become the basis of a Master's Program on Cross-Cultural (or International) Management that will be jointly organized and implemented by partner institutions.