



FH Salzburg

Syllabus

Course Title	Cross Cultural Management
Instructor Name & Contact Information	Dr. Kaja Glahn Kaja.glahn@fh-salzburg.ac.at
Study Program / Course ID	BWB25CCMG
Semester, Study Year	Semester Summer / Study Year 2025
ECTS / SWS (Semester Credit Hours) / Contact Units	ECTS 5 / SWS 2 / Contact Units 26
Course Type	Interactive Lecture
Prerequisites	B2 CERF in Englisch
Language of Instruction	English
Moodle course ID (SPA)	BWB25CCMGIL
Course recognition contact	Kaja Glahn
Attendance criterion	75%

Grading scale		Assessment modes & weighting
Grade	%	Reflective Essay 25% Presentation 25% Final Exam 25% Participation 25%
1 – Excellent	93 – 100%	
2 – Good	80 – 92 %	
3 – Satisfactory	65 – 79 %	
4 - Adequate	50 – 64 %	
5 – Fail	0 – 49 %	
Second and third exam dates are scheduled during semester assessment weeks.		

Course description:

This course provides an in-depth exploration of how culture influences the way we work and communicate. Students will learn about different cultural frameworks and taxonomies, develop strategies for working in multicultural teams, and explore how culture influences various types of business activities.

Learning outcomes:

Students will:

Develop an awareness of what culture is and how their own culture influences the ways in which they perceive the world

Familiarize themselves with different cultural models and taxonomies

Understand how culture influences different management tasks

Develop strategies to manage and work with culturally diverse groups of people

AI policy:

In this course, you are permitted to leverage Artificial Intelligence (AI) tools responsibly for specific aspects of your academic work. The use of AI for idea generation, brainstorming, obtaining grammar support, and identifying potential resources is permitted, as it can enhance the creative and editorial aspects of your work.

However, it is essential to maintain the integrity of academic standards and individual learning experiences. Therefore, we provide the following guidelines:

1. Permitted Use:

- **Idea Generation and Brainstorming:** AI tools may be utilized to spark creativity, generate ideas, and aid in the early stages of assignment development.
- **Grammar Support:** AI tools for grammar and language correction are allowed to enhance the clarity and coherence of your writing.
- **Identifying Potential Resources:** Use AI tools to preliminarily identify resources, such as articles or books, is permitted. Note that although technology can assist in research, the accuracy and relevance of academic references are critical components of scholarly work, and this is an area in which AI tools can fall short. You are expected to independently evaluate and select appropriate references to ensure the accuracy, reliability, and academic rigor of your research. You are also expected to not solely rely on AI tools to identify resources - instead consider it one tool of many (e.g., library search, Google Scholar, reference lists in articles and chapters).

2. Prohibited Use:

- **Content Generation:** You are expressly prohibited from using AI to generate content used in your assignments, including but not limited to essays, literature reviews, reports, reflection papers, PowerPoint slide decks, and other projects.

- **Paper Rewriting:** Utilizing AI for the purpose of rewriting or paraphrasing an existing paper (either your paper or someone else's paper) is not permitted.

Recommended literature and course materials:

All required readings and materials will be made available on Moodle

Thomas, D., Peterson, M. (2018): Cross-Cultural Management: Essential Concepts. 4th edition. Los Angeles, London: SAGE

Lesson Plan

11 March	Introductions What is Culture	
25 March	Measuring Culture	Cultural Reflection Essay Due 1 April
1 April	Ecotonos Simulation – Working in Multicultural Teams	
8 April	Managing Internationally	Presentations
22 April	Marketing Internationally	Presentations
29 April	DEI and Cultural Action Plan	Presentations
14 May	Final Exam	

