

BMMB7031

Intercultural Leadership in the age of Globalisation

**Introduction to the Module,
Contextualising Intercultural
Leadership and Globalisation**



**HOSPITALITY
AND
TOURISM
MANAGEMENT**



*Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales*



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Aims for today

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An Overview of Intercultural Leadership

International and cultural influences

Interactive Session / Q&A

Globalisation at Play

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Introductions



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Working Hours
Monday-Friday 8.30am - 5.00pm

Emails will be responded to within 48 hours*

*of the working week

**HOSPITALITY
AND
TOURISM
MANAGEMENT**

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How
about
you??

Aims of the Module

This module aims to develop leaders and managers as intercultural mediators who are able to engage with the complexities of the global arena by transforming ideas, goals and practices into forms which are meaningful and workable in local settings, appreciating and understanding difference and avoiding stereotyping.

A secondary aim is to integrate theory, action and reflection to empower students to use diversity, gender and culture as a strength and resource in their leadership.

Learning Outcomes

Upon the successful completion of this module, the student should be able to:

- demonstrate a systematic, extensive and comparative knowledge and understanding of a number of advanced and emerging cultural and institutional differences between national and regional contexts and their implications for leadership and management;
- use other cultural and institutional perspectives as a lens to construct a more critical understanding of their own context and management and leadership practice;
- evaluate information systematically on different national and regional contexts and draw implications for the effective practice of management and leadership in those settings;
- obtain key competencies in managing across cultural and institutional contexts including cultural intelligence; brokering; and re-casting ideas and practices in terms which make sense in particular local contexts.

Indicative Content

- Culture's effects - different approaches to understanding cultures.
- The role of social, political and economic institutions - drawing on a "varieties of capitalism" approach, the ways in which institutions - such as labour markets, forms of firm governance, legal systems, differences in the rule of law, and the structure of inter-firm collaboration and competition - affect the practices and challenges of leadership and management.
- The ways in which the business, social, economic and political environments affect individuals' experience of leadership and management.
- Putting it into practice: cross-cultural leadership capabilities - the implications for own practice and uses, with a series of self-assessment tools to evaluate and assess own strengths and development needs in relation to the challenges of intercultural leadership and management.

Indicative Schedule

Week	Subject
Week 1	Introduction to Intercultural Leadership and Globalisation
Week 2	Theoretical Frameworks of Leadership
Week 3	Cultural and Institutional Differences
Week 4	Cultural Intelligence: The Basics
<i>Week 5</i>	<i>Independent Study Week</i>
Week 6	Advanced Concepts in Cultural Intelligence
Week 7	Challenges and Opportunities in Intercultural Leadership
Week 8	The Role of Brokering and Re-casting in Leadership
Week 9	Preparing for Real-world Application
Week 10	Preparing for the Assignments: Open Session

Assignment

Personal Reflections on Intercultural Leadership: An In-Depth Analysis Based on Personal Experiences and Observations

Word Count – 5000

Due date – Friday 12th January 2024

Assignment

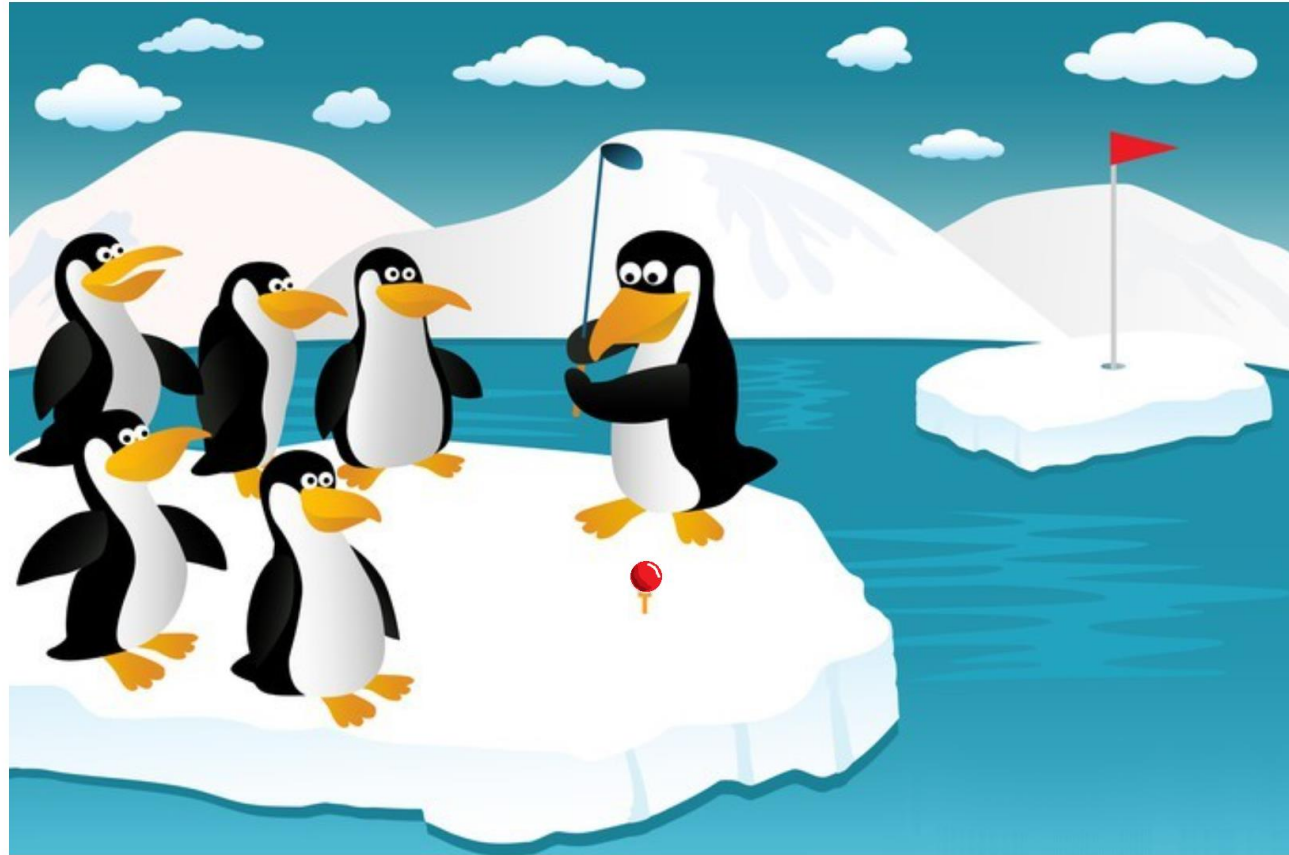
Personal Reflections on Intercultural Leadership: An In-Depth Analysis Based on Personal Experiences and Observations (essay and critical reflection)

Overview: Critically analyse and reflect on the complexities of intercultural leadership and management through the lens of personal experiences, observations, and interactions within employment, education, or social contexts.

Breakdown:

- Begin by identifying and discussing relevant personal experiences that have shaped your understanding of intercultural leadership. You may consider your professional life, academic studies, or any other environment where you have encountered diverse cultural perspectives.
- Analyse how cultural and institutional differences in the contexts you've chosen have influenced leadership and management practices. Reflect on your own reactions and adjustments to these different styles and approaches
- Examine your own development and application of cultural intelligence. Discuss how your experiences have shaped your understanding of this concept and how you have or could apply it in various settings.
- Explore challenges and opportunities you've encountered or observed in intercultural leadership. Discuss any personal insights that have shifted your views on leadership and collaboration.
- Reflect on instances where you have witnessed or engaged in the brokering of ideas across cultural divides. Analyse the effectiveness of these efforts and discuss what could have been done differently.

An Overview of Intercultural Leadership



An Overview of Intercultural Leadership

All cultures appear to share the belief that they do things correctly, while others, until proven otherwise, are assumed to be ignorant or barbaric.

When people from different cultures work together and cannot take shared meanings for granted, managers face serious challenges.

An individual's parsing of an experience and its meaning may vary according to several cultural scales - national, professional, industrial and local. Awareness of cultural differences and the willingness to view them as a positive are therefore crucial assets.

Chanat et al, 2013

An Overview of Intercultural Leadership

The Chinese always use two hands to present business cards. So when an arriving American consultant started a meeting by offering his own one-handed - as if dealing playing cards - none of his Chinese interlocutors would accept one.

Awareness of cultural differences and the willingness to view them as positives are crucial assets. Future leaders within any industry should see the need to avoid both ethnocentrism and the belief in the universality of his or her own values and ways of thinking.

The success of international negotiations and intercultural management depends on such openness and acceptance of real differences.

International and cultural influences

'The 'British version' of the work ethic prevails, implying heads-down work, focused agendas, punctuality, efficiency.

*In French and Spanish offices, it takes **the first hour to kiss everyone, the second to discuss local gossip** and the **third to pop out for a coffee and croissant**.*

*In Britain, these activities would count as **sexual harassment, time-wasting** and **absenteeism**.'*

Reeves



International and cultural influences

*National differences and cultural reasons raise concerns about the transferability of organisational '**best practice**' across national boundaries.*





Next Week Preview

