

Department	International College of Liberal Arts		
Semester	Fall 2026	Year Offered (Odd/Even/Every Year)	Every Year
Course Number	BUSN/SOCI211		
Course Title	Intercultural Management		
Prerequisites	None		
Course Instructor	FOWLER Randy	Year Available (Grade Level)	2
Subject Area	Global Business & Economics	Number of Credits	3
Class Style	Lecture	Language of instruction	English

(NOTE 1) Depending on the class size and the capacity of the facility, we may not be able to accommodate all students who wish to register for the course

Course Description	This course introduces students to current thought on cultural dimensions in international business. The course will provide students with the knowledge and tools to successfully navigate complex cross-cultural issues in their international business careers, going beyond facile explanations to a more critical understanding of culture and its importance to the international business field. The course begins by introducing the major concepts in cultural studies, and exploring them at length, with particular emphasis on their practical ramifications for business management. The course then focuses on case studies and specific business issues; students will work through business problems and roleplay cross-cultural business scenarios.
Class plan based on course evaluation from previous academic year	N/A
Course related to the instructor's practical experience (Summary of experience)	Practical experience working in an international context in various foreign countries.
Learning Goals	By the end of the course, students should be familiar with the key concepts and theories of culture in business, and be fully equipped to critically evaluate the strengths and weaknesses of such theories, as well as their application to effective intercultural management.

iCLA Diploma Policy	DP2
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iCLA Diploma Policy

(DP1) To Value Knowledge – Having high oral and written communication skills to be able to both comprehend and transfer knowledge

(DP2) To Be Able to Adapt to a Changing World – Having critical, creative, problem-solving, intercultural skills, global and independent mindset to adopt to a changing world

(DP3) To Believe in Collaboration – Having a disposition to work effectively and inclusively in teams

(DP4) To Act from a Sense of Personal and Social Responsibility – Having good ethical and moral values to make positive impacts in the world

Active Learning Methods	Problem-Based Learning/Discussion, Debate/Group Work/Presentation				
More details/supplemental information on Active Learning Methods	N/A				
Use of ICT	Lecture PowerPoint slides and articles will be uploaded to the campus system.				
Contents of class preparation and review	Students are expected to review the slides and their notes after each class session. Students must do any assigned readings in advance of class, and be prepared to discuss them during class.	Hours expected to be spent preparing for class (hours per week)	3 hours	Hours expected to be spent on class review (hours per week)	2 hours
Feedback Methods	Feedback on presentations will be given by both professor and students verbally in class. Final exam scores will be posted online. Students are welcome to request an individual review and discussion of their exam in person.				

Grading Criteria		
Grading Methods	Grading Weights	Grading Content
Presentation	40%	
Final Exam	50%	
Class Participation	10%	

Required Textbook(s)	N/A
Other Reading Materials/URL	<ul style="list-style-type: none"> —Indu, P. and Purkayashtha, D. (2008) IKEA: The Japanese Misadventure and Successful Re-entry. ICMR Center for Management Research. —Craig, Tim (2017). The “Cool Japan” Strategy: Industrial Policy for Cultural Industries. BlueSky Academic Services. —Fowler, R., Gajewska-De Mattos, H., Chapman, M. (2018). Adapting Adaptation: Expanding Adaptive Strategy Theory to Account for the East Asian Context. Journal of World Business. —Other relevant and timely articles and case studies as they arise.

Plagiarism Policy	Plagiarism in any form is not acceptable in this class. Instances of "sloppy plagiarism" (e.g. citing the appropriate source but failing to put a verbatim quotation in quotes) will result in a grade of zero for that assignment. Instances of overt plagiarism (i.e. a verbatim quote without acknowledging the actual author of the words, or paraphrasing someone else's work without attribution) will result in a failing grade for the course. It is important to be especially mindful with the use of AI, as it may generate plagiarized content which, if used in an assignment, the student alone will be held accountable for.
Other Additional Notes (Outline crucial policies and info not mentioned above)	Class attendance and engagement are especially important for doing well in this course, as exams will primarily cover material discussed in class.

(NOTE 2) Class schedule is subject to change

Class Schedule	
Class Number	Content
Class 1	Introduction
Class 2	Individualism/Collectivism
Class 3	Individualism/Collectivism II
Class 4	Individualism/Collectivism III
Class 5	Individualism/Collectivism Application
Class 6	Intercultural Communication: Non-verbal
Class 7	Intercultural Communication: Verbal
Class 8	High-context and Low-context cultures
Class 9	High-context and Low-context cultures: Application to Business

Class 10	Historical Roots of Cultural Communication Approaches
Class 11	Power Distance
Class 12	Power Distance: Historical Underpinnings
Class 13	Power Distance: Article Discussion
Class 14	Cultural Exercise
Class 15	Masculinity/ Femininity
Class 16	Uncertainty Avoidance
Class 17	Uncertainty Avoidance: Application to Business
Class 18	Cultural Time Orientation
Class 19	Cultural Distance
Class 20	Cultural Distance: Application to Business
Class 21	Culture & Economics I
Class 22	Culture & Economics II

Class 23	Case Discussion: IKEA
Class 24	Case Discussion: "Cool Japan"
Class 25	Intercultural Management Roleplay
Class 26	Exploration of Japanese Culture and Business Implications
Class 27	Presentations & Feedback I
Class 28	Presentations & Feedback II
Class 29	Presentations & Feedback III
Class 30	Final Exam