

**SUMMER
2024
WEEKS 4-6**



Intercultural Leadership and Business (5 credit module) IEEL043

Credit Value*	Delivery	Contact Hours Per module	Self-Directed Hours Per module	Total Hours Per module
5 UoL credit, 2.5 ECTS	On-campus	12-16	34-38	50

*this module is awaiting final approval

Module Leader: Malika Ben Kahla

Malika is a Graduate Teaching Fellow and PhD candidate at the University of Liverpool. Her research takes a qualitative, feminist approach exploring how the maternal body navigates careers in Universities and the (in)equity of women working in Academia. Prior to securing her role at the University of Liverpool, Malika worked in large multinational organisations in roles from operations to leadership and HRM. In addition to this, she also directed her own consultancy business working with a plethora of SME's. Malika is an Associate Member of the Chartered Institute of Personnel and Development (CIPD) and an Associate Fellow of the Higher Education Academy (AFHEA) She has a BSc in Biomedical Science and MSc in Human Resource Management.

Module Description

This module aims to provide students with insight and understanding for the notion of culture and navigating difference within organisations. The students will study approaches to working in intercultural environments. Sessions will comprise of seminars in which current intercultural

issues and organisational ideology are introduced and evaluated via structured group discussion and debate. We will focus on current intercultural issues and their implications for leadership and the working environment. The content will vary each year, reflecting diverse areas that are the focus of research at the University of Liverpool.

Module Aims:

To develop confidence in understanding and communicating complex ideas in written and/or spoken language.

To develop skills in research and collaborative learning.

To provide students with a critical introduction to intercultural issues

Content

The following topics will be considered on the module:

The notion of culture

The notion of leadership and their role in the organisation

Interculturalism

Module Structure

The module will be delivered over a three-week period in six two hour sessions (four hours per week, total 12 hours contact time). The final block will be an assessment session.

It is expected that students will also spend 34-38 study hours outside of the classroom contact hours on activities including assigned reading, optional reading of areas of personal interest, homework tasks, web research, and preparation for assessment.

Each session will consist of lecture style sessions interspersed with activities such as case studies and group discussions. Students will be expected to participate fully and actively throughout the sessions. In addition, it is expected that students will spend time outside of the classroom contact hours on activities including assigned reading, optional reading of areas of personal interest, homework tasks, web research and preparation for assessment.

The 'flipped classroom' approach will be used, requiring students to prepare in advance for the sessions. Students should be aware that in order to fully benefit from the face-to-face classroom sessions, the preparation work assigned should have been done prior to the lecture.

Teaching Methods

Each week students will attend 2 x 2hr sessions per week. These will consist of short lecture style sessions interspersed with practical activities and group discussion.

Assessment:

Written essay of 1000-1200 words, worth 100% of the overall mark.

Standard University policies apply with regard to late submission of assessments

Course Structure:

The indicative schedule is as follows:

Session One:*Introduction to Interculturalism and Organisations*

The course will begin with general information about the module, and its aims and assessment. What to expect of the sessions and the approach to the topic of intercultural leadership. In this first session will include a workshop mapping the potential cultures represented in our own classroom. In the second part of the session, will look more closely at culture, how it informs our values, social norms, beliefs, and how they can differ between cultures. Starting with definitions, we move on to mapping differences and considering the nature of culture clash. Using case studies to examine the issues.

Session Two:*Bias and Intercultural theory*

This session will go further into bias considering the blind spots uncovered in the previous session. We will introduce different types of bias, exploring this in cultural contexts and how it may impact organisations. In addition to this, we will study definitions of interculturalism, what it is and theoretical understandings of this as a phenomenon. We will discuss the potential limitations of the definitions and its relevance for the practical implications for intercultural issues.

Session Three:*Ethics and Intercultural Interaction*

In this session we will introduce ethical frameworks from around the world and ask how these impact intercultural working environments. Students will explore their own understandings of ethics through discussion and case studies. We will consider processes of intercultural interaction, technology, definitions and rapport. Included will be a workshop on non-verbal behaviour.

Session Four:*Adapting to a Different Culture: What are the experiences of a new world with new signals?*

For this session we aim to create group discussion based on issues presented. Students will consider their own experience in adapting to different cultures, including within the classroom itself.

Session Five:

Understanding Leadership

To help us frame Intercultural theory, this two-hour classroom-based session we will introduce the basics of leadership theory, what leadership is considered to be and how it manifests. We will look at some of the more well-known definitions and discuss their relevance and limitation. Included in this session is group discussion and a workshop on leadership skills. We will consider what is required to lead in an intercultural context, what are the specific challenges for the leader in this environment and how leadership may be in culturally informed. We will consider approaches and frameworks for leading in a culturally diverse environment and discuss these in groups.

Session Six:

Organisational Culture

This two-hour classroom-based session will be examining how organisations create their own cultures, and how these interact with their external cultural environments. Students will discuss building intercultural competence when conducting business across cultures. We will use some case studies and generate a critical debate around the topic.

Learning Outcomes:

On completion of this module, students will be able to:

Learning outcome	Assessment component which assesses this learning outcome
Better understand and communicate complex ideas in written and spoken language	Written Assignment 1200 words
Research a topic and work to present their ideas in academic suitable style, including the appropriate use of reference and source material.	Written Assignment 1200 words
Demonstrate a general understanding of intercultural issues, with focus on approaches to leadership in that context	Written Assignment 1200 words

Skills:

Key skills that will be developed:

Skill	How this skill is developed	Mode of assessment
Collaboration and Teamwork	Group discussions, activities and case studies in class, preparing and delivering oral presentation.	Written Assignment 1200 words

Communication	Writing an essay and preparing and delivering an oral presentation will aid students to develop their academic and professional vocabulary enabling them to present their argument clearly and effectively	Written Assignment 1200 words
Problem Solving	Students will be given an opportunity to identify the problems and propose solutions through case studies and brainstorming. Similarly, their argumentation within the written essay will require analytical and topical problem solving.	Written Assignment 1200 words
Critical analysis and evaluation	Students will be provided with a spectrum of cultural perspectives for discussion in groups. Critical analysis skills are also applied in written assignment.	Written Assignment 1200 words

Books, ebooks and websites:

The University Website at www.liv.ac.uk/library provides access to many relevant books and electronic books, as well as academic journals and databases.

Recommended Pre-Course Reading:

Steers (2019) Management across Cultures: Challenges, Strategies, and Skills. Cambridge University Press

Spencer-Oatey, H. and Franklin, P. (2009) Intercultural interaction. a multidisciplinary approach to intercultural communication. Palgrave Macmillan (Research and practice in applied linguistics)

Turnbull, H. (2016) The Illusion of Inclusion: Global Inclusion, Unconscious Bias, and the Bottom Line. Business Expert Press