Course Syllabus: MA in InterCultural Management (ICM)

1 Module content

Course	MA in InterCultural Management (ICM) - 1st year
University, Faculty	University of Burgundy Europe, Languages and Communication Faculty
Module title	**Cultures and Communication in Organisations**
Lecturer	Alexander Frame (14 hours) and Mithun Mridha (6 hours)
Objectives	This subject introduces students to interpretive, critical and negotiated definitions of culture, as applied to organisations. Based on real-world examples, it considers the ways in which cultures evolve and develop through interactions, for example in the context of multinational project teams or joint ventures. It then moves on to reflect on the roles of various identities and cultures within interpersonal communication: how we use them to make sense of and for ourselves and one another. It introduces students to questions of face, intersubjectivity, and the management of multiple identities from a symbolic interactionist perspective, in order to help them better understand and analyse the links between interpersonal and intercultural communication. Finally, it addresses organisational change management from a cultural standpoint. The course explores the dynamics of organizational change, with a particular focus on the unique challenges faced by multinational corporations. It examines key topics such as the drivers of change, organizational complexity, resistance to change, and the roles of consultants, change agents, and internal ambassadors. Special emphasis is placed on managing change from a cultural perspective, including how complexity, blind spots, and resistance manifest across diverse contexts. Students will engage with practical tools and strategies for leading change at the individual, team, and organizational levels, with a strong focus on cultural dynamics and

	stakeholder engagement. The class thus links interpretive and critical theoretical approaches to culture and its role in shaping communication, with practical considerations of method for conducting cultural audits and managerial guidelines designed to take into account and accompany the development of different cultures within organisations, in a national or international context.
Number of hours	20
Semester	Second
Number of students	Around 25

2 Evaluation

Prerequisite	Attendance to all classes; to have already validated the module "Introduction to Intercultural Communication".
Evaluation methods	A written evaluation in the form of a short essay on one of a choice of subjects requiring students to apply their understanding of the cultural dynamics of communication in organisations to a given question, problem or case.
Weighting	100%
Examination types	Written test in final class

3 Teaching methods

Pedagogy	Reading to do before classes. Lectures and interactive exercises.
Teaching activities	Text-based discussions, carrying out a cultural audit, role-plays and practical illustrations of the concepts and theories introduced...

4 Outline of classes

1. Studying Organisational Cultures

2. Multiple Cultures, Evolution and Hybridisation

3. Managing Cultures and Identities

4. Understanding Interpersonal Encounters

5. Face, Roles and (Foreign) Identities in Interactions

6. Interpersonal and Intercultural Communication

7. Managing Organisational Change (6 hours)

- Drivers of Change in Organizations

- Challenges to Achieving Organizational Change in Multinational Companies

- Organizational Complexity, Blind Spots and Impacts

- Resistance to Change

- Role of Organizational Consultants / Ambassadors / Change Agents in Multicultural Organizations

- Managing change at Individual / Team / Organizational Levels

- Change Toolbox / Approaches for Consultants, Managers and Change Leaders

- Cross-functional Stakeholder Management

- Guidelines for Achieving Successful Cultural Change and Case Studies

8. End of module test

5 References

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