Aims of the course:
OBJECTIVES:
To sensitize students to the skills involved in managing across cultural differences and to understand the importance of European cultural influences in business with links to history, society, economics, and the political life.

SKILL OUTCOME:
The ability to adapt to different cultural environments and to manage effectively in an intercultural European and global context.

LEARNING OUTCOME:
- Understand how national culture influences business conduct and management styles.
- Understand the relationship between culture/language perception and communication.
- Understand the fact and fiction of the European Union and important issues of European Unity and Diversity including the challenges with regards to enlargement of EU and the integration developments of Central and Eastern European Members.
- Understand the issues confronting the HRM process in Europe and the challenges of increasing labour mobility extended to include Eastern Europe and beyond.

Course syllabus:
Part I  CROSS-CULTURAL MANAGEMENT AND DIVERSITY
OBJECTIVE: Understanding how national culture influences business conduct & management styles with particular reference to Europe.
1. What does culture mean?
2. Determining national cultures
3. Why cultural differences?
4. The influence of national culture on management styles
The management of diversity

Part II: INTERCULTURAL COMMUNICATION
OBJECTIVE: Understanding the relationship between culture/language perception and communication.
1. A definition of communication
2. Communication models
3. Verbal expression versus nonverbal expression
4. The influence of language on perception of the external world
5. Education, culture, communication, and decision making

Part III: UNITY AND DIVERSITY OF EUROPE
OBJECTIVE: Understanding the fact and fiction of the European Union with institutional decision making processes and important issues of European Unity and Diversity including the challenge to integrate Central and Eastern Europe.
1. The Making of Europe and the European Union (EU)
2. Functioning of the EU: institutions, power and politics
3. Some issues of European harmonization and implications for business
4. The New EU: Central & Eastern Europe and Enlargement
5. The Future of Europe: the Challenge for Unity in Diversity

Bibliography:
Indicative texts:

Suggested reading:
**Supplementary Reading:**


**Teaching methods:**

Students are expected to read assigned articles or readings prior to class sessions. Class sessions will consist of lectures and discussions around some cases and readings. Students will be required to research topics to present to the class as a way of highlighting specific case examples.

Class sessions will be interactive with students playing an active role. Students are expected to contribute to discussions, case work and simulations, and to offer insights into the course material from their personal and professional experience. Students will often work in groups to review cases and simulations and present their findings to the class.

Student performance in the course will be assessed with oral and written assignments during the course and a final examination. Graduate students are required to prepare and present a research study in small groups to the class. The final examination will consist of an essay-type style.

**Prerequisites:**

This course is appropriate for students with foundation knowledge of economics, human resource management or international relations.

**Examination methods:**

Classwork, participation, group project & presentation 50 %

Written assignments, exam 50 %

*Detailed below:*

Classwork, participation 30 %

Presentation of group assignment 20 %
There is continuous assessment during all class sessions with a lot of group work but also individual contributions. Lectures will work on case studies; will assess individual and group participation and presentations (50% of the final grade).

Prior to the class, the participants should work in virtual groups in order to prepare a written research study (30% of the final grade) which will be presented during the course. The final written exam comprises an essay-type written work to be performed at the last day of class (20% of the final grade). The participant shall be able to write down her/his own reflection on a topic dealt with during the module, enhanced by various activities dealt prior within the course, but also adding theoretical perspectives, readings and own personal experiences enlightening and explaining the choice and arguments.

The assessment criteria will include:
- Insightful and realistic appreciation of the local and European (business) environment
- Coherent argument for the perspective taken;
- Appropriate use of evidence to support the argument and your choice;
- Appropriate use of pre-existing theory to generate insights into behaviours and the context of Managing in Europe and the European as well as global business perspective
- Active theorizing to make insights useful in practice;
- Realism and reality assessment with regards to the practical implications of your argument and choice.

Note: This course is officially accredited at the Faculty of Economics, University of Ljubljana as the course Global Business Communication (ECTS: 6).