

Module code: MOD007389	Version: 7 Date Amended: 12/Jan/2026
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1. Module Title
International Intercultural Management

2a. Module Leader
Antonietta Balestra

2b. School
School of Economics, Finance and Law

2c. Faculty
Faculty of Business and Law

3a. Level
6

3b. Module Type
Standard (fine graded)

4a. Credits
30

4b. Study Hours
300

5. Restrictions			
Type	Module Code	Module Name	Condition
Pre-requisites:	None		
Co-requisites:	None		
Exclusions:	None		
Courses to which this module is restricted:			

LEARNING, TEACHING AND ASSESSMENT INFORMATION

6a. Module Description

You'll get a comprehensive introduction to international intercultural management and research. Today's business environment is increasingly diverse and managers and staff in a broad range of organisations work with people from across the world. The aim is to critically explore intercultural issues and challenges in international and diverse work contexts and develop an understanding of how cultural factors can influence decision-making, collaboration and communication as well as identifying when culture is not the main factor. You'll examine different regional business environments and their cultural and institutional differences, explore classic and contemporary thinking on culture and intercultural management and be encouraged to apply theories and ideas to practice and relate them to your own experience through various examples, cases and practical activities. The module further aims to help you develop as competent globally minded professionals who are able to engage with the complexities and challenges of working and collaborating in international and diverse contexts, have an understanding and openness to difference and how to avoid stereotyping. The module draws on the diversity of your group as a resource and attempts to generate dynamic learning experiences that sensitise you to each other's cultural differences, identities and work practices.

6b. Outline Content

- Introduction to international intercultural management and notions of culture and identity
- Approaches to the study of culture and cultural differences
- Cultural dimensions: The comparative models of Hofstede and Globe
- Critique of traditional models of culture and alternative approaches
- Regional business contexts and the role of social, political and economic differences
- Leadership and human resource management in a global environment
- Cultural diversity and global teams
- Intercultural communication, negotiation and conflict
- Working and collaborating in an international environment
- Intercultural competences and capabilities
- Theories and practices of cosmopolitanism and developing a global mindset
- AI and cultural biases

6c. Key Texts/Literature

The reading list to support this module is available at: <https://readinglists.aru.ac.uk/>

6d. Specialist Learning Resources

None

7. Learning Outcomes (threshold standards)		
No.	Type	On successful completion of this module the student will be expected to be able to:
1	Knowledge and Understanding	Understand key issues and challenges related to intercultural management in international work contexts
2	Knowledge and Understanding	Demonstrate critical awareness of the underlying assumptions and problems of traditional approaches to the study of culture and cultural differences and critically evaluate alternative perspectives and theories
3	Knowledge and Understanding	Develop critical understanding of cultural and institutional differences between national and regional contexts and their implications for management / international HRM
4	Intellectual, practical, affective and transferrable skills	Develop skills in collecting and accessing information on different national and regional contexts and analysing implications for management in those settings
5	Intellectual, practical, affective and transferrable skills	Critically evaluate the ways in which cultural differences and diversity are managed in organisations
6	Intellectual, practical, affective and transferrable skills	Develop key competencies in working with people of diverse backgrounds, including cultural intelligence, global mind-set and ability to critically reflect on own cultural background, perspective and identity

8a. Module Occurrence to which this MDF Refers				
Year	Occurrence	Period	Location	Mode of Delivery
2026/7	ZZF	Template For Face To Face Learning Delivery		Face to Face

8b. Learning Activities for the above Module Occurrence			
Learning Activities	Hours	Learning Outcomes	Details of Duration, frequency and other comments
Lectures	0	N/A	N/A
Other teacher managed learning	47	1-6	2 hour Tutor-led Workshop (2 hr x 10 weeks) 2 hour Student led Workshop (2 hr x 12 weeks) Cambridge and Chelmsford delivery: Screencast or equivalent (20 minute maximum) x 10 weeks minimum.
Student managed learning	253	1-6	Learning activities provided and explained on Canvas and assessment preparation.
TOTAL:	300		

9. Assessment for the above Module Occurrence					
Assessment No.	Assessment Method	Learning Outcomes	Weighting (%)	Fine Grade or Pass/Fail	Qualifying Mark (%)
010	Coursework	1-4	50 (%)	Fine Grade	30 (%)
1,500 word portfolio due in Teaching Week 7					
Assessment No.	Assessment Method	Learning Outcomes	Weighting (%)	Fine Grade or Pass/Fail	Qualifying Mark (%)
011	Practical	1-6	50 (%)	Fine Grade	30 (%)
15 minute group boardroom role play followed by 5 minutes of questions					

In order to pass this module, students are required to achieve an overall mark of 40% (for modules at levels 3, 4, 5 and 6) or 50% (for modules at level 7*). In addition, students are required to: (a) achieve the qualifying mark for each element of fine graded assessment as specified above (b) pass any pass/fail elements [* the pass mark of 50% applies for all module occurrences from the academic year 2024/25 – see Section 3a of this MDF to check the level of the module and Section 8a of this MDF to check the academic year]
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