

## **Skills for Impact - Managing Cultural Diversity**

<b>COURSE TITLE:</b>	Skills for Impact - Managing Cultural Diversity
<b>Instructor:</b>	Kinga Göncz, Visiting Professor
<b>Department:</b>	School of Public Policy, Central European University
<b>Semester:</b>	Fall 2018/2019
<b>No. of credits:</b>	1
<b>Pre-requisites:</b>	no pre-requisites
<b>Contact:</b>	gonczk@yahoo.com
<b>Teaching format:</b>	1 and half day seminar
<b>Course status:</b>	Skills for Impact Mandatory Course

### **Course description**

The Skills for Impact (SFI) program is a mandatory, applied element of MPA program. The program aims to equip students with core vocational competencies that are of high value in the workplace. The SFI modules complement academic learning in the MPA and provide an important opportunity for practice-oriented learning and broad skills development.

Intercultural communication competence is one of these essential skills .

There is an ongoing cultural exchange in the globalized world, with a constant negotiation between norms, values and lifestyles. SPP has been developing an educational program with global focus, in line with its ambition to prepare students for working in this environment

Students will be spending two years together in a multicultural classroom, working in multicultural teams in Applied Policy Projects . Many of them already have a substantial previous experience in intercultural settings, for some of them it is a first time experience.

This seminar creates a framework for students to get acquainted with each other's culture; to increase awareness of the necessary knowledge, attitudes, skills for managing cultural diversity and further develop their intercultural empathy.

It familiarizes students with the visible and invisible layers of cultures; with the main dimensions of cultural differences ; challenges of living , studying and working abroad.

### **Methods of the seminar**

Simulations, team games and questionnaires will be used, followed by discussions and theoretical inputs.

## **Learning outcomes**

By the end of the course, students will:

- be more aware of their own cultural values, beliefs and understand how it contributes to their behavior;
- get acquainted with each others' culture;
- learn about the main challenges of living, studying and working abroad;
- have an overview on the main aspects of cultural differences;
- understand more the dynamics of an intercultural situation;
- further develop the skills, attitudes, knowledge necessary to manage cultural diversity in their private and professional life;
- be prepared to cooperate effectively in multicultural teams during their studies.

## **Course requirements and assessment**

The seminar's credit is earned on a Pass/Fail basis. Students pass the module if they attend and participate actively in both days of the seminar and write an 1500 word take home essay, discussing a personal/professional intercultural experience using the learning points of the seminar and applying the required and recommended readings.

According to the CEU Student Rights, Rules, and Academic Regulations (Annex 1.), in case of a 1-credit course, students are expected to spend 40-50 hours on non-classroom, autonomous, self-directed learning (homework, consultation with the course instructor or preparing for classes)

## **Course Outline**

Day 1 (morning)

- Introduction to the seminar, setting the scene
- Expectation/ ground rules
- Learning points of previous intercultural experiences
- Main challenges of studying and living abroad

Day 1 (afternoon)

- The layers of cultures
- Dimensions of cultural differences
- Getting acquainted with each other's culture

Day 2 (morning)

- Dynamics of an intercultural encounter
- Aspects of intercultural communication competence
- Personal styles of managing cultural differences

#### Day 2 (afternoon)

- Working effectively in multicultural teams – personal team roles
- Preparation of the take home essay
- Evaluation of the seminar

#### Required readings:

- Globalization and Identity  
[https://www.iemed.org/publicacions/quaderns/14/qm14\\_pdf/15.pdf](https://www.iemed.org/publicacions/quaderns/14/qm14_pdf/15.pdf)

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- Cante, T. Interculturalism as a new narrative for the era of globalisation and and super-diversity. *In: Interculturalism and Multiculturalism. Similarities and differences* (Ed: Martyn Barrett) Strasbourg: Council of Europe. 2013  
<https://www.tedcante.co.uk/wp-content/uploads/2013/03/082-interculturalism-as-a-new-narrative-for-the-era-of-globalisation-and-super-diversity-2014.pdf>

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- Solving Problems and Resolving Conflict Using the Intercultural Conflict Style Model and Inventory (Hammer, M.R.) [www.icsinventory.com>files>pdfs](http://www.icsinventory.com/files/pdfs)
- Intercultural Competence – The Key Competence for the 21<sup>st</sup> Century? (pp. 1-11)  
<https://www.site.valenciacollege.edu/inz/Resources>
- ‘Culture Shock’ – How to Deal with the Challenges of Studying Abroad  
<https://www.ethz.ch/auswaerts-studieren>
- Fons Trompenaars: Riding the Waves of Culture (Chapter 1-3)  
<https://pdfs.semanticscholar.org/baa5/8e86493834d21459cba14437d8900542d666.pdf>
- The Belbin -teamwork system <http://www.belbin.com/media/1336/belbin-for-students.pdf>
- Cross-cultural Tips for International Students: Communication  
<https://www.linkedin.com/pulse/navigate-cross-cultural-map-communication-di-hu/>

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**Recommended readings:**

- Hofstede's Cultural Dimensions <https://www.hofstede-insights.com/models/national-culture/>
- Interprofessional Teamwork. Professional Cultures as Barriers [https://ubccpd.ca/sites/ubccpd.ca/files/Da%20Costa\\_Hall%20Article%20-%20Professional%20Culture%20and%20IPC.pdf](https://ubccpd.ca/sites/ubccpd.ca/files/Da%20Costa_Hall%20Article%20-%20Professional%20Culture%20and%20IPC.pdf)