# Intercultural management

**Start date** 16 June 2023  
**End date** 18 June 2023

**Venue** Madingley Hall  
Madingley  
Cambridge  
CB23 8AQ

**Tutor** Dr Sooter Nomhwange  
**Course code** 2223NRX035

For further information contact intenq@ice.cam.ac.uk

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**Tutor biography**

Sooter is Lecturer in Business and Management at Anglia Ruskin University and formerly Teaching Associate in Business and Management at the University of Cambridge Institute of Continuing Education. His teaching portfolio includes International Business and Management, International Business and Business Environments. Sooter focusses on using contemporary business cases to inform his lectures and seminars. A student-centric approach utilising group discussion and student collaboration is central to his teaching.
Course programme

Friday
Please plan to arrive between 16:30 and 18:30. You can meet other course members in the Terrace Bar which opens at 18:15. Tea and coffee making facilities are available in the study bedrooms.

19:00 Dinner

20:30 – 22:00 Welcome - Exploring the importance of Culture in a dynamic world

22:00 Terrace Bar open for informal discussion

Saturday

07:30 Breakfast (for residents only)

09:00 – 10:30 Understanding the theoretical foundations

10:30 Coffee

11:00 – 12:30 What is Cultural Intelligence?

13:00 Lunch

14:00 – 16:00 Free time

16:00 Tea

16:30 – 18:00 Developing capacity to function effectively in multicultural settings

18:00 – 18:30 Free time

18:30 Dinner

20:00 – 21:30 Creating a development plan | Reflection

21:30 Terrace Bar open for informal discussion

Sunday

07:30 Breakfast (for residents only)

09:00 – 10:30 Deploying the cultural instinct

10:30 Coffee

11:00 – 12:30 Conclusion and Course Summary

12:45 Lunch

The course will disperse after lunch
Course syllabus

Aims:
This course aims to:
1. Equip you with tools for effective interaction in multicultural settings.
2. Introduce you to the constructs of Cultural Intelligence.
3. Help you understand different cultures through the lens of various theoretical approaches.

Content:
Without a clear understanding of the diverse cultures in the world, it will be difficult for an individual to properly devise a workable approach to dealing with multicultural settings. Through examining the work of important researchers in the field such as Hofstede, Hall, Watson, and Tayeb, the course in the early stages will discuss and help you in understanding the differences in culture and the importance of recognising cultural idiosyncrasies. An approach that facilitates effective interaction in multicultural environments will involve identifying and improving on the 4 elements that make up cultural intelligence (CQ Drive, CQ Knowledge, CQ strategy and CQ Action), you will therefore in the later part of the course be asked to create a CQ profile. Drawing on the work of Dr David Livermore and resources from the Cultural Intelligence Centre, you will be able to assess and critique their personal cultural capabilities, identify areas for improvement, and devise a development plan based on their CQ report. The course concludes by advocating for the individual's awareness, assertiveness, and advancement.

Presentation of the course:
Lectures, group discussions, and class activities. You will be required to bring a Laptop or Tablet to the sessions (sessions 4 and 5) – this will be used to create your CQ profile and generate the CQ report.

As a result of the course, within the constraints of the time available, students should be able to:
1. Demonstrate an understanding of the differences in culture and cultural idiosyncrasies.
2. Demonstrate an awareness of how to become culturally intelligent.
3. Acquire and utilise tools for improving effective interaction in multicultural settings.

Reading and resources list
Listed below are texts that might be of interest should you wish to supplement your learning on the course.

Crowne K.A (2008), *What leads to cultural intelligence?*, Business Horizons 51: 391-399
Jahoda G (2012), *Critical reflections on some recent definitions of culture*, Culture and Psychology 18 (3) 289-303