

**Wie typisch “deutsch” sind sie?**  
How much of a “typical” German are you?

**What’s your Cultural Profile?**  
Wie sieht Ihr kulturelles Profil aus?

**Entdecken Sie Ihre Gemeinsamkeiten mit über 100 Kulturen.**  
Find out what you have in common with 100 cultures.

**Prepare yourself for the International Business front.**  
Seien Sie vorbereitet für internationale Beziehungen.

## **Cross-Cultural Management 1**

### **Seminarveranstaltung im Sommersemester 2026**



#### **Kursbeschreibung:**

Culture is a fundamental feature of business life, and it is manifested most obviously in the role of multi-national companies, especially in modern nation-states. **This course examines the nature and influence of culture throughout the spectrum of international business.** Is a nation’s culture its blueprint for survival? Where does culture originate? How does it affect our daily lives? These are some of the questions we will examine in this course.

The course is organized in **weekly classes**. In order to understand the **correlations between culture and professional life**, we will study the universal **elements of culture**. We begin by looking at the origins of culture. In particular, we will review the roots and routes of culture and how culture is influenced by climate and religion.

This course accompanies students on a journey discovering many cultures, organizational and national alike, within the context of international careers. Why is the truth a dangerous topic in Asia? Why are table manners so important in the USA? Can 100% harmony exist in professional life? These are some of the questions we will examine in this course.

The seminar continues with **cross-century worldviews, cultural spectacles, cultural black holes and cognitive processes such as language and thought**. Lastly, we reflect on **culture and globalization, Empires – past, present and future**.

The course challenges students to think more deeply about what they have learned in the other subjects and further develop a better understanding of some central issues in communications, brand management, diversity and post merger collaboration.

Available for the first time at universities, students have the unique opportunity to create their own Individual Behavioral Profile. In addition, this seminar is filled with in-class exercises as well as on-campus activities such as guided foreign student interviews.

### Zeit und Ort:

**Begin:** Thursday, 16. April 2026, **14:00-16:00, Sparkassen-Lecture Hall**, Sanderring 2, 97070 Würzburg.

**This session is mandatory.** If students are not able to attend the 14:00 session, **an alternative session** will be held directly following at **16:00** in the same room, **Sparkassen-Lecture Hall**, Sanderring 2, 97070 Würzburg. During this first session, we will introduce the course and explain how **students will be equally divided into three groups based on various demographic criteria.** Students that attended this introductory session will then be distributed into two equally diverse groups by the instructor.

A 3<sup>rd</sup> and final introductory session will be on Wednesday, 22. April at 20:00 online via Zoom. Students that are unable to attend either sessions on 16. April shall request a zoom link via E-Mail from the lecturer.

**Weekly:** The course is organized into 2 groups all held in room 130 on Thursdays (Donnerstags) starting on 23. April. Wöchentlich: Ab dem 23. April findet die Veranstaltung in drei Gruppen statt.

CCM1-A 14:15-15:45 Uhr | CCM1-B 16:15-17:45 Uhr

### Intended Learning Outcomes:

1. **Enhanced Cultural Intelligence (CQ):** In today's global workforce, cultural fluency is essential for collaboration across borders. Students will develop an awareness and understanding of cultural diversity, including how to effectively navigate and appreciate cultural differences in professional and social settings.
2. **Improved Communication Across Generational and Professional Differences:** As workforces become increasingly intergenerational and multidisciplinary, effective communication between different age groups and skill sets is critical. Students will learn strategies to bridge communication gaps between individuals from different generations and professional backgrounds, fostering collaboration across age groups and expertise levels.
3. **Heightened Emotional and Social Intelligence (EQ & SQ):** Emotional and social intelligence is key to managing conflicts, fostering collaboration, and leading diverse teams effectively. Students will increase their ability to understand, manage, and navigate their own emotions and those of others in a professional environment, particularly when dealing with diverse teams.
4. **Mitigating Unconscious Biases:** Understanding biases is a critical step toward creating an equitable and inclusive work environment. Students will be able to identify and address unconscious biases related to gender, culture, profession, and age, improving fairness and inclusivity in decision-making processes.
5. **Increased Flexibility and Adaptability in Leadership:** Flexible leadership is essential in dynamic environments with diverse talent pools. Students will learn to adjust their leadership styles to better suit the diverse needs of their teams, enhancing the potential for employee engagement and innovation.
6. **Enhanced Problem-Solving and Innovation through Diversity:** Diverse teams often generate more innovative solutions due to a wide range of perspectives and experiences. Students will learn how to leverage diversity—be it gender, cultural, generational, or educational—for more creative and effective problem-solving.
7. **Increased Inclusion and Team Cohesion:** Inclusion is key to team cohesion, employee satisfaction, and overall organizational productivity. Students will gain tools for fostering inclusive environments where every team member feels respected, valued, and motivated to contribute to shared goals.
8. **Effective Conflict Resolution in Diverse Settings:** In any diverse team, conflicts can arise from differences in perspectives, and resolving these constructively is essential for long-term collaboration. Students will acquire conflict resolution techniques tailored to diverse teams, ensuring that differences become a source of strength rather than tension.
9. **Development of Cross-Cultural Negotiation Skills:** Cross-cultural negotiation skills are increasingly important in international business and global project management. Students will be able to effectively negotiate in multicultural and diverse environments, balancing directness with cultural sensitivity.

**10. Sustainable Diversity and Inclusion Practices:** Sustainability in diversity efforts ensures long-term organizational success and alignment with global standards for inclusivity. Students will leave with actionable steps and tools for creating and maintaining sustainable diversity and inclusion initiatives within their organizations.

### Teaching Methods:

A mix of Blended Learning, Project-Based Learning and Flipped Classroom. Highly interactive.

### Kursprache:

Englisch und Deutsch

### What students are saying...

*"I personally think that the seminar was a great experience and very different compared to other university lessons. I really think that I am well prepared to what concerns intercultural situations. I also appreciate the guest speaker and that they had the time to give us important facts about his own experiences. The case trains on WueCampus were very useful in order to practice for the exam."*

*„Ich fühle mich definitiv besser auf interkulturelle Situationen vorbereitet. Insbesondere durch Rollenspiele und andere Lehrmethoden, die aktive Mitarbeit & Einfühlungsvermögen verlangten, bekam ich eine Vorstellung von Ideen und Verhaltensweisen, die von meinen eigenen abweichen. Das Seminar hat mein Interesse vor allem an der Frage geweckt, wie ich das Wissen um kulturelle Unterschiede konkret anwenden kann, bspw. in Gesprächssituationen."*

*"I found the cross-cultural management course to be really interesting. The idea behind it was fresh and engaging, with a format that made learning both interesting and accessible. The content was diverse and covered a lot of different perspectives, which helped me understand the content better. Overall, it was a great course that tackled the challenges of managing across cultures in a way that felt relevant and practical."*

*"Great. Unlike any course I have ever taken at university, this course was probably the most valuable and insightful one I have experienced so far. I learned a lot about myself, about others, about cultures and about life in general. In other courses I learn about career, about technical and logical things etc, but in this course I learned about life. While I might forget about mathematical formulas and business definitions, I will never forget about the experiences and insights I gained from this course. I had a lot of fun and enjoyed every class. The professor was always passionate and positive and I learned a lot from him."*

### Grading:

ECTS: 5 (FSQ) Zu erbringende Leistung: Präsenz, 4 gleichgewichtete Zwischenprüfungen (jeweils ca. 15 Minuten) sowie als Vorleistung: Case Trains (ca. 10 Seiten) und Fragebogen (ca. 2 Seiten), regelmäßige Anwesenheit (ECTS) oder (GSiK-Bescheinigung). Wenn Sie Fragen haben, ob und in welchem Bereich (allgemeine oder fachspezifische Schlüsselqualifikationen) das Seminar angerechnet werden kann, wenden Sie sich bitte direkt an das Prüfungsamt Wirtschaftswissenschaft.

### Leitung:

Philo Knowles Holland III, MBA, is an experienced Organizational Generalist, Agile Management Specialist, and Digital Architect. As founder and director of the Authentic Collaboration Space, he leads applied research and design projects advancing sustainable, effective collaboration across diverse ethnic, educational, and professional backgrounds. Holland advises leaders under pressure and applies systemic collaboration principles to turn diversity into operational strength. His initiatives have involved over 9,000 participants from 123 countries, resulting in more than 191 completed projects. Holland's background spans start-up development, senior globalization advisory at a top German-based telecom, and expertise in human experience design. Currently based in Würzburg, Bavaria, and originally from San Francisco, California, he remains active as a cyclist, hiker, cook, and university athletics foundation board member.

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Sprechzeiten: Nach Vereinbarung oder nach der Veranstaltung (By Appointment Only)