

SYLLABUS

LEADING ACROSS BORDERS: CROSS-CULTURAL MANAGEMENT AND GLOBAL LEADERSHIP DEVELOPMENT

(Interplanetary Learning Journey – 15 hours)

Observation: *This course will be taught in English. Participants should be able to read, listen, speak, and write in English sufficiently to participate actively in discussions, cases, simulations, and team activities. LIMITED SEATS AVAILABLE.*

Organizations rarely compete only within national borders. Global value chains, international customers, multicultural workforces, digital collaboration, and geographically dispersed teams have fundamentally transformed how organizations operate. Even professionals who never relocate internationally increasingly collaborate across cultures daily.

Leading in this environment requires substantially more than technical competence. Managers must understand how cultural values and assumptions shape communication, trust, decision-making, negotiation, conflict resolution, motivation, innovation, and leadership. International projects, virtual teams, alliances, and cross-border assignments can underperform when managers underestimate cultural complexity or assume that their own leadership practices are universally applicable.

In this context, the course develops the capabilities required to lead effectively across national, organizational, functional, and virtual boundaries. Through concepts, international cases, simulations, self-assessment, reflection, and practical leadership challenges, participants examine culture, intercultural communication, cultural intelligence, global mindset, psychological safety, trust, multicultural teamwork, negotiation, global talent management, ethical leadership, and the future of global leadership.

The course culminates in an individual Global Leadership Development Plan, allowing participants to translate course insights into concrete priorities for their own international leadership development.

Learning Objectives

- Explain major theories and frameworks of culture and intercultural management.
- Analyze cultural differences using established international frameworks.
- Recognize how culture influences communication, negotiation, trust, conflict, and leadership.
- Develop culturally intelligent and adaptive leadership behavior.
- Manage multicultural, virtual, and geographically dispersed teams more effectively.

- Identify common sources of intercultural conflict and develop strategies for their resolution.
- Evaluate organizational and leadership practices from a global perspective.
- Apply intercultural management concepts to contemporary international business situations.
- Develop an individual Global Leadership Development Plan.

Course Topics

- **Review of Fundamental Concepts:**
 - Why culture matters in global business.
 - What is culture? Levels of culture and the relationship between national, organizational, functional, and team cultures.
 - Iceberg Model and Onion Model.
 - Cultural stereotypes versus cultural tendencies.
- **Understanding Cultural Differences:**
 - Hofstede's Cultural Dimensions.
 - Hall's high- and low-context communication.
 - Trompenaars' cultural framework.
 - Country comparison exercises and the interpretation of cultural differences.
 - Managing cultural misunderstandings in international business.
- **Leading Across Cultures:**
 - Global leadership and the development of a global mindset.
 - Cultural Intelligence (CQ).
 - Leadership styles across cultures.
 - Psychological safety and inclusive leadership.
 - Building trust across cultures.
- **Managing Multicultural and Virtual Teams:**
 - Virtual collaboration across cultures and time zones.
 - Cross-cultural conflict management.
 - International negotiations.
 - Global talent management and managing diversity.
 - Leading multicultural and geographically dispersed teams.

Legenda da Bibliografia:

¹ Disponível no acervo físico da Biblioteca FDC

² Disponível na Base de dados FDC - Minha Biblioteca

³ Disponível na Base de dados FDC - EBSCO

⁴ Link disponível

⁵ Disponível na base de dados FDC - BV Pearson

⁶ Disponível na Base Oxford Academic

⁷ Disponível na Base de dados FDC - Portal CAPES

⁸ Disponível na Base de dados FDC - Cambridge Core

⁹ Disponível na Base de Dados FDC - Science Direct

¹⁰ Disponível na Base de dados FDC - Emerald

¹¹ Disponível na Base de Dados FDC - Taylor & Francis

- **Global Leadership Development and Future Challenges:**

- Developing a global leadership mindset.
- International careers and international adjustment.
- Ethical and responsible global leadership.
- Artificial intelligence and the future of global leadership.
- Personal Global Leadership Development Plan.

Main References

- MORAN, R. T.; ABRAMSON, N. R.; MORAN, S. V. **Managing cultural differences:** global leadership strategies for the 21st century. 10th ed. New York: Routledge, 2023.
- EARLEY, P. C.; ANG, S. **Cultural Intelligence:** individual interactions across cultures. Stanford, Califórnia: Stanford University Press, 2003.¹
- LIVERMORE, D. **Leading with Cultural Intelligence:** the real secret to success. 2nd ed. [S.l.]: AMACOM, 2015.
- HOFSTEDE, G.; HOFSTEDE, G. J.; MINKOV, M. **Cultures and organizations:** software of the mind. 3rd ed. New York: McGraw-Hill, 2010. ¹ (2 ed. de 2005)
- MEYER, E. **The culture map:** breaking through the invisible boundaries of global business. New York: PublicAffairs, 2014.
- THOMAS, D. C.; INKSON, K. **Cultural intelligence:** living and working globally. 3rd ed. San Francisco: Berrett-Koehler Publishers, 2017.

Additional References

- BIRD, A.; MENDENHALL, M. E. (Eds.). Global Leadership: Research, Practice, and Development. 2nd ed. New York: Routledge, 2016. ¹ (ed. 2013)
- OSLAND, J. S.; BIRD, A.; MENDENHALL, M. E.; OSLAND, A. Developing global leadership capabilities and a global mindset: A review. *In*: STAHL, G. K.; BJÖRKMAN, I. (Eds.). **Handbook of Research in International Human Resource Management**. Edward Elgar, 2006, pp. 197–222
- BLACK, J. S.; MENDENHALL, M.; ODDOU, G. Toward a Comprehensive Model of International Adjustment: An Integration of Multiple Theoretical Perspectives. **Academy of Management Review**, [s. l.], v. 16, n. 2, p. 291–317, 1991. DOI 10.2307/258863. Disponível em: <https://research.ebsco.com/plink/7d087964-e80f-3891-9748-b17be4861d8c>. Acesso em: 18 ago. 2026.³
- BLACK, J. S.; MENDENHALL, M. Cross-Cultural Training Effectiveness: A Review and a Theoretical Framework for Future Research. **Academy of Management Review**, [s. l.], v. 15, n. 1, p. 113–136, 1990. DOI 10.2307/258109. Disponível em: <https://research.ebsco.com/plink/f66a0ed1-87ea-34fc-be8a-8a25c4d3144d>. Acesso em: 18 ago. 2026.³

Legenda da Bibliografia:

¹ Disponível no acervo físico da Biblioteca FDC

² Disponível na Base de dados FDC - Minha Biblioteca

³ Disponível na Base de dados FDC - EBSCO

⁴ Link disponível

⁵ Disponível na base de dados FDC - BV Pearson

⁶ Disponível na Base Oxford Academic

⁷ Disponível na Base de dados FDC - Portal CAPES

⁸ Disponível na Base de dados FDC - Cambridge Core

⁹ Disponível na Base de Dados FDC - Science Direct

¹⁰ Disponível na Base de dados FDC - Emerald

¹¹ Disponível na Base de Dados FDC - Taylor & Francis