

The Right Step Forward



CROSS-CULTURAL MANAGEMENT CENTRE

FACULTY OF BUSINESS ADMINISTRATION



**CROSS-CULTURAL
MANAGEMENT
CENTRE**



FOR GENERAL ENQUIRIES, PRICING, AND SCHEDULING, PLEASE CONTACT

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 <https://im.vse.cz/ccmc/english>



MISSION STATEMENT

BASED ON A COMBINATION OF ACADEMIC AND PROFESSIONAL EXPERTISE:



To provide innovative and avant-garde products and services of the highest quality, thereby, surpassing customer expectations;



To remain cognisant of developments within the subject matter from both an educational and practical perspective;



To establish valued partnerships with our stakeholders that endure, and



To contribute to the extant body of knowledge and Industry trends on an on-going basis.

In today's globalised environment, culture entails the traditional notions of identity and shared meaning but also comprises the many issues relative to the human condition: gender equality, diversity, and change. Our many programmes are geared to this wider definition of modern culture and consist of four major components:

- Education and Training;
- Research;
- Consultancy, and
- Cultural Co-operation and Projects.



Education and Training

includes both internal and external curricula designed to meet the needs of the post-graduate or business professional.

In co-operation with other academic institutions, we seek to establish standards that meet the challenges of the twenty-first century while relegating Cold War developed cultural models to the past.



Cultural Co-operation and Research

through our relationship with an international body of academics, and management professionals located through-

out the globe, we seek to develop and implement new cultural models relative to a multicultural and digital environment. In doing so, stakeholders benefit from an even wider source of experience and knowledge. As contemporary cultural models date to the 1950s, view culture as a static entity, and promote national stereotypes, the Centre model promotes a 'culture on its own' perspective.



Consultancy

using the Centre Model provides gradient levels of consultancy specific to individual or group requirements. Our services comprise a cultural skill inventory and business analysis to properly determine the desired degree of competency.



Academic and Professional Study Programmes

includes institutions of higher learning who offer Academic Study Tours to Europe or multinational enterprises interested in locating to the Czech Republic. The programme consists of either a 3, 5, 8, or 10-day seminar sessions and excursions in Czech history, culture, language, and business/industry and is augmented through fieldwork in various cultural, social, and business engagements.

EDUCATION AND TRAINING

Educational and Training packages are tailored to the institution's short and long-term objectives. In addition, an intercultural curriculum as well as a separate project management programme have been designed for individuals and groups interested in certification.

The following represent our current standard offering that may be customised based on our initial business analysis and your specified objectives. For certification, successful completion of a minimum of three courses over a pre-determined time period is essential.



ACADEMIC AND PROFESSIONAL STUDY TOURS

Study Tours that incorporate both the academic and management environments provide the participants an invaluable experience outside their own culture. Of a duration between 3 and ten days for students and between three to 5 days for the business professional, the programme encompasses all aspects of Czech life that include the academic, business and management, and cultural.

The academic incorporates an in-depth review of Czech history and culture and introduces basic Czech language skills. On-site visits to business and industry explore the Czech sense of innovation and entrepreneurship. Cultural dimensions are provided through the auspices of various ministries and cultural organisations and include in-depth city tours, UNESCO sites, and other areas of prominent and global significance. As for business and management aspects of the programme, particular emphasis is placed on Digital Transformation.

A new study programme is available as of January 2019 that offers international accreditation (ECTS),

which in turn, may be converted to home university credits. Both the academic and professional tours provide certification of participation. For further information please consult our website at <https://im.vse.cz/ccmc/english/>.



THE CULTURAL EXCHANGE IS NOT LIMITED TO ACADEMIC GROUPS BUT INCLUDES PROFESSIONAL ASSOCIATIONS AND INSTITUTIONS. IN PARTICULAR, ENTERPRISES WHO SEEK TO LOCATE EMPLOYEES IN THE CZECH REPUBLIC WOULD BENEFIT FROM THIS 'HANDS-ON' EXPERIENCE.





RESEARCH

Interested researchers are invited to join the Centre's international Community of Practice no matter their past experience or expertise. The Centre's goal is to develop a new breed of cultural anthropologist to meet the challenges of an ever-changing world in the digital era.

Our areas of investigation include:

- New cultural definitions
- Cultural Values
- Cultural Accommodation and Xenophobia

- Culture and Globalisation
- Post-Hofstedeian Cultural Models
- Designing New Cultural Frameworks
- Advances in Cultural Research
- Cultural Management in Praxis
- Education
- Project Management

In addition, for students at the graduate and post-graduate levels, assistance, guidance, and supervision is provided as to dissertation and thesis topic selection, research techniques, as well as academic writing skills (English).

THE CENTRE ADVANTAGE



THE CENTRE MODEL



**PROFESSIONAL
SHORTFALLS TODAY**



THE CENTRE PROCESS

PROFESSIONAL SHORTFALLS TODAY

There is a tendency for management consultants to overemphasise cultural awareness as they lack the depth of understanding needed to design, develop, and implement high impact programmes. Many diversity trainers focus on value creation that accentuates a commitment to the ways in which cultural differences create organisational value. While this perspective enriches awareness, it lacks the effect needed to gain understanding and competency.

Both consultancy and training tend to focus on the element of information rather than deep knowledge. This tends oftentimes to provide little insight not already available on the internet. Others concentrate heavily on the more popular cultural gurus whose insights into diversity and inclusion may cause the

participants' personal values and beliefs to surface. A consultant will cover the awareness and attitude components by providing exercises that enforce the promised learning outcomes. The problem is that the skills required to negotiate differences are often not present within these scenarios. Even in a good intercultural training session, a wealth of theory may be presented but is not transferred to the members' workplace in a practical fashion.

Primarily focusing on skills is inadequate. The lack of awareness of personal biases and little understanding of how personal diversity-related beliefs and values render it difficult to use the skills insightfully. The result is that our efforts to connect with people of other cultures are not viewed as credible.

THE CENTRE MODEL

OUR MODEL CENTRES ON CULTURAL COMPETENCE, THE ABILITY TO SUCCESSFULLY NEGOTIATE CROSS-CULTURAL DIFFERENCES TO ACCOMPLISH PRACTICAL GOALS. IT COMPRISES FOUR COMPONENTS:

» **AWARENESS** » **ATTITUDE** » **KNOWLEDGE** » **SKILLS.**



Awareness

It is important to examine diversity-related values and beliefs to recognise any deep-rooted prejudices and stereotypes that create barriers for learning and personal development.



Attitude

Values and beliefs impact cross-cultural effectiveness as they represent the extent to which we react to different views and opinions. The stronger we are attached to our beliefs and values; we respond emotionally when we encounter cultural differences.



Knowledge: Human Resource Management

The more knowledge we possess of different cultures, the more likely we are to avoid embarrassment and anxiety. Knowledge of how culture impacts problem resolution, human resource management improves intercultural interactions.



Skills

An individual may hold the proper attitude, substantial self-awareness, and countless knowledge about cultural differences, yet still lack the ability to effectively manage differences. If we have not learnt skills or have had little opportunity to practice, our knowledge and awareness are insufficient to avoid and manage cross-cultural situations.



OUR MODEL FOCUSES ON CULTURAL COMPETENCY. IT INCREASES AWARENESS AS TO WHY LEARNING TO MANAGE DIFFERENCES IS ADVANTAGEOUS FOR ALL, BUT ALSO REMOVES THE PRINCIPAL EMPHASIS FROM SOCIAL ENGINEERING AND CONCENTRATES ON RENDERING PARTICIPANTS MORE COMPETENT IN THEIR CROSS-CULTURAL INTERACTIONS. IN AN ORGANISATION, THIS TRANSLATES TO THE DISCOVERY AND IDENTIFICATION OF COMPETENCY GAPS AND THEIR RESOLUTION THUS PERMITTING CORPORATE MEMBERS TO WORK MORE PRODUCTIVELY TOGETHER.



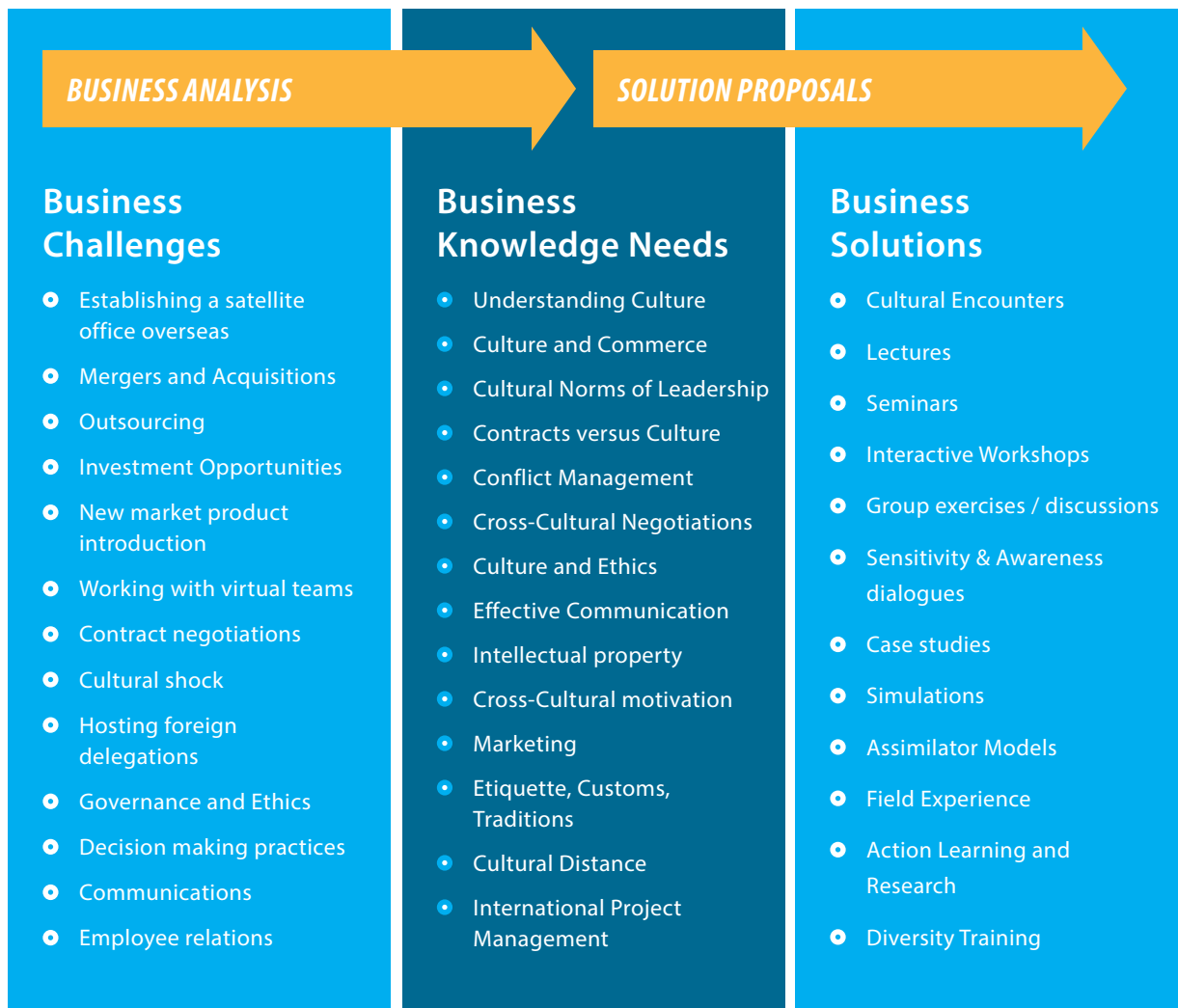


**OUR DIFFERENCE LIES WITH THE FACT THAT
WE COMBINE BOTH ACADEMICIANS AND
SEASONED MANAGEMENT PROFESSIONALS
THROUGHOUT THE CENTRE PROCESS.**

THE CENTRE PROCESS

The Centre deploys a very proactive process of partnership. During the initial encounter, our consultant utilises interviews and/or industry-standard tests to better diagnose and assess the cultural business challenges at hand. Once identified, the needs assessment assists the Centre to understand your requirements, motivations, and behaviours. Finally, the needs are translated into tangible solutions. The timeframe of this exercise may take from one to five business days and depends on the magnitude and circumstances related with the challenge.

Throughout the process, our consultant remains in constant contact with the organisation to walk-through suggestions, scenarios, and plausible recommendations. Once our final report is released, it has already been thoroughly reviewed by the client by means of our numerous joint work sessions. The Centre Commitment continues beyond this process through regularly scheduled follow-up contacts and meetings to ensure that the benefits of the solution continue to meet the customer's knowledge needs in resolving business challenges.





**THROUGH OUR BUSINESS ANALYSIS WE TRANSLATE YOUR
CHALLENGES INTO MEASURABLE KNOWLEDGE NEEDS.
ONCE DETERMINED, WE THEN DEVISE A BUSINESS SOLUTION
THAT CORRESPONDS TO YOUR SPECIFIC REQUIREMENTS.**

MISSION STATEMENT

» ***BASED ON A COMBINATION OF ACADEMIC AND PROFESSIONAL EXPERTISE: TO PROVIDE INNOVATIVE AND AVANT-GARDE PRODUCTS AND SERVICES OF THE HIGHEST QUALITY THEREBY, SURPASSING CUSTOMER EXPECTATIONS. TO REMAIN COGNISANT OF DEVELOPMENTS ON THE SUBJECT MATTER FROM BOTH AN EDUCATIONAL AND PRACTICAL PERSPECTIVE. TO ESTABLISH VALUED PARTNERSHIPS WITH OUR CLIENTELE THAT WILL ENDURE. TO CONTRIBUTE TO THE EXISTING BODY OF KNOWLEDGE AND INDUSTRY TRENDS ON AN ON-GOING BASIS.*** «

Client challenges

- Lack of cultural appreciation and knowledge assets
- FDI prospects
- Expat population
- Mergers and Acquisitions

Benefits delivered

- Business problem and needs analyses
- Customised programme
- Flexible schedules
- Post-delivery support
- Complete training packages

Programme Logistics

- Executive / professional
- Half-day, weekend, weekly, semester
- Individual and/or group
- Post-session support

Business Processes Supported

- Customer care
- Human Resources
- Business Development
- Project Management
- Communications

Features and Capabilities

- Adaptability to meet customers' specific requirements and desired level of competence
- Fully supported programmes in-house or on premise
- Delivery by module and / or stage

Competency Levels

- Awareness
- Appreciation
- Expert
- Trainer
- Mentor







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