



Intercultural Management and Communication (120 ECTS)

The Master's Programme in Intercultural Management and Communication (IMCo) is your key to global understanding. This full time two-year programme combines cultural and communication studies with management studies. Its aim is to educate professionals who will work in networked societies and who will develop and apply organizational knowledge with expertise in communication in multicultural contexts.

The programme offers you the opportunity to develop into a specialist in managing diversity and communication processes in intercultural settings. With students coming from all over the world, you will live and study in a genuinely multilingual and multicultural environment. You will be taught by international teachers who are experts in their fields and who use innovative teaching methods which enhance community building and take into account the individuality of each learner.

You will learn:

- How to manage intercultural and multilingual communication in multicultural environments.
- The ways in which multiculturalism structures societies.
- The principles of how cultures function and how cultural identities are constructed.
- To approach culture and multiculturalism from the perspective of philosophy and ethics.
- Understand the mechanisms of communication and the role of digital media in a networked society.
- To navigate confidently and smoothly in a multicultural, multilingual world.

Multiculturalism, communication and cultural management are the focus of the Programme. The studies are divided into three basic modules:

- Cultures and Communication: Intercultural Communication, Comparative Cultural Studies, Philosophy of Multiculturalism, Communication Skills
- Management: Management and Leadership, Project Management and Organizational Communication
- Contemporary Culture: Semiotics of Culture and Media, Language, Society and Interaction, Popular Culture and Literature, Identity and Multiculturalism

With a Master's degree from the programme, you will be a specialist in intercultural communication and qualified for working in both public and private organisations, for example as an international coordinator, project manager, human resources manager, information officer, public relations specialist, researcher or educator.

The programme manager for the Master's in Intercultural Management and Communication is Daniel Rellstab. For further information about the programme see <http://www.uva.fi/en/education/master/imc/>.



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CULTURE AND COMMUNICATION 22 ECTS

IMCO3001	Comparative Cultural Studies, 5 ECTS
FILO2302	Philosophy of Multiculturalism, 5 ECTS
IMCO3002	Intercultural Communication, 7 ECTS
IMCO3003	Academic Communication Skills, 5 ECTS

INTERCULTURAL MANAGEMENT 20 ECTS

IMCO3004	Management and Leadership, 5 ECTS
IMCO3005	Organisational Communication, 5 ECTS
IMCO3006	Project Management, 10 ECTS

CONTEMPORARY CULTURE 20 ECTS

IMCO3007	Semiotics of Culture and Media, 5 ECTS
IMCO3008	Language, Society and Interaction, 5 ECTS
IMCO3009	Popular Culture, 5 ECTS
IMCO3010	Text, Identity and Multiculturalism, 5 ECTS

MASTER OF ARTS THESIS 30 ECTS

IMCO3100	M.A. Thesis, incl. Research Seminar 30 ECTS
KNÄY3001/3002/3003/3004/3005	M.A. Essay Exam, 0 ECTS

GENERAL STUDIES 3 ECTS

OPIS0060	Personal Study Plan, 1 ECTS
OPIS0025	Information Skills 1, 1 ECTS
OPIS0026	Information Skills 2, 1 ECTS

LANGUAGE STUDIES 5 ECTS

KSUO5111	Finnish for Foreigners 1, 5 ECTS
Or an optional course for native Finnish speakers	

OPTIONAL STUDIES 20 ECTS

For example:

KSUO5112	Finnish for Foreigners 2, 5 ECTS
CCS3002	Cultural Currents, 5 ECTS
CCS3003	Classic of Cultural Studies, 5 ECTS
CCS3004	Gender Studies, 5 ECTS
CCSE3023	Period Literature, 5 ECTS
KEY3005	Popularization, 5 ECTS
FILO2005	Ethics, 5 ECTS
IMCO3090	Internship
OPIS0012	Exchange studies



Culture and Communication

■ Comparative Cultural Studies

Credits: 5 ECTS

Code: IMCO3001

Timing: 1st year autumn

Prerequisites: –

Learning Outcomes: In this course, we focus on basic issues of comparative cultural studies. On completing the course you are aware of manifold concepts of culture and identity and are sensitive to the issue of perspective in confronting intercultural issues. Moreover, you know how to use critical reading techniques in practice.

Content: Concepts and definitions of culture; point of view in cultural studies; concepts of identity, problems of comparing cultures; issues of globalization and multiculturalism.

Language: English.

Teaching Methods: Lectures and exercises 20 hours.

Modes of Study: Written work.

Study Material: Selected essays from:

1. During, Simon (ed.): The Cultural Studies Reader. 1999.
2. Connell, Liam & Nicky Marsh (ed.): Literature and Globalization: A Reader. 2010.
3. Taylor, Charles et al. (ed.): Multiculturalism: Examining the Politics of Recognition. 1994.

Grading: 1–5 / failed.

Obligatoriness: Compulsory

■ Philosophy of Multiculturalism

Credits: 5 ECTS

Code: FILO2302

Timing: 2nd year autumn

Prerequisites: –

Learning Outcomes: In this course, we discuss cultural boundaries and crossing borders between cultures from various theoretical and critical perspectives in philosophy and the social sciences. On completing the course you are able to use philosophical concepts and theories to address issues related to multiculturalism. Moreover, you know different manifestations of multiculturalism and are able to look for rational and constructive solutions to problems of multicultural societies.

Content: The concept, definition, and basis of culture as a philosophical issue; the concept of a point of view and the "perspective challenge" in the context of cultural studies; incommensurability and untranslatability related to the comparison and evaluation of different cultures and traditions; contemporary cultural currents and changes, including postmodernism, globalization, and secularization; the relationship between globalization and multiculturalism: one hybrid or many non-hybrid cultures?; cultural recognition and multiculturalism; objections against multiculturalism, Tolerance and multi-attractedness; cultural boundaries; cultural conflicts; cultural encounters.

Language: English.

Teaching Methods: Lectures 20 hours.

Modes of Study: Lecture course, essay writing, self-study.

Study Material:

1. van Hooft, Stan: Cosmopolitanism: A Philosophy for Global Ethics. 2009.
2. Rawls, John: The Law of Peoples: With "The Idea of Public Reason Revisited". 2001.
3. Murphy, Michael: Multiculturalism: A Critical Introduction. 2012.

Grading: 1–5 / failed.

Obligatoriness: Compulsory

Further information: The course can be offered as a 5 ECTS course (without the study group) to all students.



■ Intercultural Communication

Credits: 7 ECTS

Code: IMCO30o2

Timing: 1st year autumn

Prerequisites: –

Learning Outcomes: You know the most important approaches, concepts, issues, and traditions in the field of intercultural communication research. You understand what intercultural phenomena are, how communication across cultural and linguistic boundaries functions, and what intercultural competence is. You are able to critically evaluate existing research on intercultural communication, and you know different methods and methodologies which are used to conduct research in the field of intercultural communication.

Content: History of ICC research; intercultural communication and different approaches to ICC; stereotypes in ICC; communicating as a Non-Native Speaker; migration and globalization; intercultural competence, communicating in a multilingual, diverse environment.

Language: English.

Teaching Methods: Lectures 20 hours and guided study groups 12 hours.

Modes of Study: Learning diary, take home exam, reports.

Study Material: Selected chapters and articles, app. 300 pages, from, a.o.:

1. Sorrells, Kathryn: Intercultural Communication: Globalization and Social Justice. 2016.
2. Paulston, Christina Bratt et al. (eds.): The Handbook of Intercultural Discourse and Communication. 2012.
3. Piller, Ingrid: Intercultural Communication. A Critical Introduction. 2011.
4. Zhu, Hua (ed.): The Language and Intercultural Communication Reader. 2011.

Grading: 1–5 / failed.

Obligatoriness: Compulsory

Further information: The course can be offered as a 5 ECTS course (without the study group) to all students (CCSK1001 Intercultural Communication).

■ Academic Communication Skills

Credits: 5 ECTS

Code: IMCO30o3

Timing: 1st year spring

Prerequisites: –

Learning Outcomes: You review the basic features of English-language academic communication and complement your knowledge of them. You know how to prepare an extensive research report that meets the linguistic, stylistic and structural requirements of English-language academic communication. You also know how to discuss and present your research orally in English.

Content: You review the basic features of written and oral English-language academic communication. You take part in lectures concentrating on academic communication on the MA level. You also take part in exercises on analyzing the language, style and structure of various types of academic texts as well as on academic presentation skills.

Language: English.

Teaching Methods: Lectures and exercises 30 hours.

Modes of Study: Active participation in the lectures and exercises; groupwork on Moodle; 2–3 short written assignments (e.g. a summary of an article, a review of an MA Thesis); a more comprehensive final assignment (can be possibly written for another course in the program).

Study Material: Supplementary reading material:

1. Guidelines for Written Work in the Humanities. 2015.
2. Additional reading material as instructed by the teacher (max. 100 pages).

Grading: 1–5 / failed.

Obligatoriness: Compulsory



Intercultural Management

■ Management and Leadership

Credits: 5 ECTS

Code: IMCO3004

Timing: 1st year autumn

Prerequisites: –

Learning Outcomes: You learn to identify basic assumptions about management and leadership, to understand the meaning of different organizational contexts, and to develop reflective skepticism towards “knowledge claims” of management studies, practicing managers, media and the general public.

Content: Management as ideas, discourses and socially constructed practices; key management theories; key leadership theories, different organizational contexts.

Language: English.

Teaching Methods: Lectures 14 hours.

Modes of Study: Lectures, exam based on lectures and course literature.

Study Material: Examined reading:

1. Cunliffe, Ann L.: A Very Short, Fairly Interesting and Reasonable Cheap Book About Management. 2014.

2. Jackson, Brad & Ken Parry: A Very Short, Fairly Interesting and Reasonable Cheap Book About Studying Leadership. 2015.

3. Articles: as specified by the lecturer.

Grading: 1–5 / failed.

Obligatoriness: Compulsory

■ Organisational Communication

Credits: 5 ECTS

Code: IMCO3005

Timing: 2nd year autumn

Prerequisites: –

Learning Outcomes: You understand the specificities of structures and processes of communication and interaction in organisations and between organisations and their stakeholders. You are able to critically evaluate existing theories of and approaches to organisational communication. You can apply instruments of linguistics, semiotics, and communication studies to describe, to analyse and to criticise structures and processes of communication in different organisational settings.

Content: Structures and processes of internal and external communication; intercultural organizational communication; managing multilingualism and diversity in the workplace; communicating as an organisation in the digital world.

Language: English.

Teaching Methods: Seminar sessions 24 hours.

Modes of Study: Active participation; final paper (problem based, for example case study).

Study Material: Selected articles and chapters, app. 200 pages, from a.o.:

1. Coombs, Timothy W.: Ongoing Crisis Communication. Planning, Managing, and Responding. 2007.

2. Cooren, Francois: Organizational Discourse: Communication and Constitution. 2014.

3. Mumby, Dennis K.: Organizational Communication: A critical approach. 2013.

4. Godwyn, Mary et al. (eds.): Sociology of Organizations: Structures and Relationships. 2012.

5. Seeger, Matthew W. & Timothy Sellnow: Theorizing Crisis Communication. 2013.

Grading: 1–5 / failed.

Obligatoriness: Compulsory

■ Project Management

Credits: 10 ECTS

Code: IMCO3006

Timing: 2nd year autumn

Prerequisites: Management and Leadership



Learning Outcomes: You know how to function in a demanding project requiring language and cultural expertise as a responsible member of your team. You also know how to apply the required project management documents and technical tools in practice. You are able to plan and implement a project according to the simulated RFQ. You are able to fulfill linguistic and formal requirements as defined in the project specification and produce the deliverables stipulated by the project such as project plan, project reports and the end product, taking into consideration the goal and user group of the project.

Content: You get to know the basics of project planning, project management, and project implementation. You acquaint yourself with the practical implementation of tasks requiring cultural and language expertise, documents necessary for the planning and implementation of the project, as well as related copyright and usability issues. You also learn to use Excel and desktop publishing and image processing software. You plan and execute a simulated project as a member of a multicultural team and produce project deliverables as stipulated in the RFQ.

Language: English.

Teaching Methods: Lectures 36 hours and project work in teams 120 hours.

Modes of Study: Active participation in lectures; exercises, Moodle-work and project teams; production of required project documents, exercises and project deliverables.

Study Material: Reading materials provided by the teachers.

Grading: 1–5 / failed.

Obligatoriness: Compulsory



Contemporary Culture

■ Semiotics of Culture and Media

Credits: 5 ECTS

Code: IMCO30o7

Timing: 1st year spring

Prerequisites: –

Learning Outcomes: Semiotics as the study of signs offers valuable tools to analyse representations and to scrutinize communication processes in an array of settings. After completing the course, you understand the main approaches of semiotics and its most important concepts and methods. You understand how semiotic processes function in different cultures and societies, and you are able to analyse complex communication processes, also those involving social media. You know how to apply semiotic instruments to critically analyse written texts, images and multimodal representations. As one major focus of this course will be on advertising, you will specifically understand how the semiotics of advertising work, what roles cultural values in advertising play, and how they have to be taken into account if you intend to succeed locally and globally.

Content: Sign conceptions & traditions of semiotics and multimodality; semiotic processes in different cultures and societies; social media as means of communication; semiotics of advertising; values in advertising; culture and advertising appeals; semiotics as a tool to analyze and conceptualize marketing strategies.

Language: English.

Teaching Methods: Lectures 24 hours.

Modes of Study: Project work, learning portfolio.

Study Material: Chapters and articles from, i.a.:

1. Beasley, Ron & Marcel Danesi: *Persuasive Signs. The Semiotics of Advertising*. 2002.
2. Chandler, Daniel: *Semiotics. The Basics*. 2007.
3. Hestbaek Anderesen, Thomas et al (eds.): *Social Semiotics. Key Figures, New Directions*. 2015.
4. Kress, Gunther: *Multimodality. A Social Semiotic Approach to Contemporary Communication*. 2010.
5. Oswald, Laura: *Creating Value. The Theory and Practice of Marketing Semiotics Research*. 2015.

Grading: 1–5 / failed.

Obligatoriness: Compulsory

Additional Information: This course is taught in cooperation with the Master's Degree Programme in International Business.

■ Language, Society and Interaction

Credits: 5 ECTS

Code: IMCO30o8

Timing: 1st year spring

Prerequisites: –

Learning Outcomes: You understand the intimate connection between language, language use and society. You are familiar with the history of research on language and society. You know the basic sociolinguistic concepts and are able to apply discourse oriented sociolinguistic methods to analyse language in different, especially multilingual and multicultural contexts. You understand how language is intertwined with identity, power and ideology. You understand what multilingualism is and how multilingual communication and communication in a foreign language function.

Content: Traditions of sociolinguistics: language and identity; multilingualism and multilingual communication: language and power; language planning and policy.

Language: English.

Teaching Methods: Reading seminar 24 hours.

Modes of Study: Active participation, learning portfolio, exam.

Study Material: Selected chapters and articles, app. 200 pages, from i.a.:

1. Coupland, Nikolas & Adam Jaworski (eds.): *The New Sociolinguistics Reader*. 2009.
2. Duranti, Alessandro: *A Companion to Linguistic Anthropology*. 2006.
3. Hutchby, Ian & Robin Wooffitt: *Conversation Analysis*. 2008.

Grading: 1–5 / failed.

Obligatoriness: Compulsory



■ Popular Culture

Credits: 5 ECTS

Code: IMCO3009

Timing: 2nd year autumn

Prerequisites: –

Learning Outcomes: On completing the course, you are familiar with central concepts of popular culture studies. You understand the position and significance of popular culture in contemporary societies and the engagement of popular culture in commerciality. You are able to analyse phenomena of popular culture and recognize its roles and functions in different social and cultural contexts.

Content: Theory of popular culture; popular forms, identity and popular culture; textuality, representation, digital popular culture.

Language: English.

Teaching Methods: Lectures and exercises 20 hours.

Modes of Study: Active participation and final paper.

Study Material: Literature as specified by the lecturer.

Grading: 1–5 / failed.

Obligatoriness: Compulsory

■ Text, Identity and Multiculturalism

Credits: 5 ECTS

Code: IMCO3010

Timing: 1st year spring

Prerequisites: –

Learning Outcomes: After completing the course, you are aware of how cultural identities are articulated in literature and how literature contributes to the construction of collective identities. You are able to analyse literary texts and trace the complexities and intersections of identities. You have acquired skills to understand the specific ways of reading texts in multicultural contexts.

Content: Postcolonial and migration theory; intersectionality and identity; literary analysis; colonial and postcolonial literatures; contemporary urban literature.

Language: English.

Teaching Methods: Reading seminar 24 hours.

Modes of Study: Active participation and final paper.

Study Material: Literature as specified by the lecturer.

Grading: 1–5 / failed.

Obligatoriness: Compulsory





Research Seminar and MA Thesis

■ Research Seminar and MA Thesis

Credits: 10 ECTS for the seminar, 20 ECTS for the thesis

Code: IMCO3099 and IMCO3100

Timing: 1st year spring, 2nd year

Prerequisites: –

Learning Outcomes: You are able to plan a thesis project and complete it independently. You are able to use different sources, assess them critically and both produce and apply research based knowledge. You know how to write a study following the principles of academic writing and master the basic skills of scholarly discourse. You are able to discuss and critically assess your own and other students' work in the seminars and act as opponent.

Content: Planning and completion of a thesis following academic practice; acting as opponent to other students; commenting and participation in the discussion.

Language: English.

Teaching Methods: Seminar 36 hours.

Modes of Study: Active participation in the seminars; initial report, intermediate report; acting as opponent; a thesis of app. 50 pages.

Study Material: Given by the teacher.

Grading: a–I / failed.

Obligatoriness: Compulsory

Further information: All master's theses will be checked with the Turnitin plagiarism detection software.