

(9) Cross Cultural Management – BMGT3063

1.	Name of Course				Cross Cultural Management			
2.	Course Code				BMGT3063			
3.	Name(s) of academic staff							
4.	Rationale for the inclusion of the course/module in the programme				Core: The increase in both diversity and globalization in business require that employees, especially managers, develop cross-cultural competence to work effectively in international assignments, on cross-cultural teams, with increasingly diverse customers and clients, and to effectively compete or collaborate with competitors, suppliers, partners, and relevant stakeholders, such as governments and other public bodies. Effective training and exposure to cultural differences around the world can help employees learn to be more successful in a variety of business settings			
5.	Semester and Year offered				1/2			
6.	Total Student Learning Time (SLT)		Face to Face			Total Guided and Independent Learning		
	L = Lecture T = Tutorial P = Practical O= Others		L	T	P	O	Independent study=70 hours	
			28	14			Total =126	
7.	Credit Value				3			
8.	Prerequisite (if any)				None			
9.	Objectives: <ul style="list-style-type: none">Understand how people, groups, organizations, and societies become infused with cultureGain an analytical and conceptual understanding of one's own culture and the differences from own versus other culturesUnderstand the influence of culture on attitudes and behaviourLearn to recognize when cultural differences are affecting work relationships and the circumstances in which cultural differences are most likelyLearn substantively about and come to appreciate cultures different from one's ownUnderstand the typical reactions to cultural differences, learn to be mindful of those reactions in ourselves, and learn strategies for responding productively and positively to cultural differences							

(9) Cross Cultural Management – BMGT3063

10.	<p>Learning outcomes:</p> <p>At the completion of the subject, students should be able to perform the following tasks:</p> <ul style="list-style-type: none"> • Understand the theories related to cross cultural management • Understand their personal cultural values • Have developed the skill to evaluate the cultural values of individuals around them. • Understand the strategies that allow better cross cultural interaction in the workplace
11.	<p>Transferable Skills:</p> <p>Skills gained through the study of Cultural Management is tremendously imperative because of the ethnic and cultural multiplicity that exists within our organizations today. In addition, several companies are global with divisions all over the planet. One must appreciate the cultures involved for the organization to run as competently and resourcefully as possible. What works for one group, may not work for another. One significant purpose is to get a culture to mirror organizational culture so that there are no misalignment, gaps, and disconnects. Everything ought to work in sync, and in accord for the organization's steadiness and survivability. Demographics repeatedly alter, as a result organizations must be elastic and prepared to tackle that change. To not address that change would put the organization itself at jeopardy of future collapse. Today, organizations must recognize, that if there is anything that is stead-fast and unchanging, it is change itself. Change is predestined, it will always transpire. How organizations deal with that change can establish accomplishment or malfunction. Cultural management is key to success</p>
12.	<p>Teaching-learning and assessment strategy</p> <p>A variety of teaching and learning strategies are used throughout the course, including:</p> <ul style="list-style-type: none"> • Lecture sessions • Tutorial sessions • Case Studies • Student-Lecturer discussion • Collaborative and co-operative learning • Workshops and Training Seminars • Independent study <p>Assessment strategies include the following:</p> <ul style="list-style-type: none"> • Ongoing quizzes • Midterm tests • Performance Assessment (Participation, project, Assigned exercises) • Case Presentations

(9) Cross Cultural Management – BMGT3063

13.	<p>Synopsis:</p> <p>This course seeks to provide students with an understanding of effective cross-cultural management and the challenges that are likely to be faced while working internationally. The course focuses on international organizational behaviour and human resource issues and practices in transnational organizations. The course is divided into three modules:</p> <ul style="list-style-type: none">• Understanding the effects of culture on attitudes and behaviour,• Organizational and human resource issues such as teamwork, leadership, and negotiation,• Preparation for working in or working with people in international assignments.																								
14.	<p>Mode of Delivery: Face to Face</p> <ul style="list-style-type: none">• Lecture sessions• Tutorial sessions																								
15.	<p>Assessment Methods and Types:</p> <p>The assessment for this course will be based on the following:</p> <table><tr><td>Coursework</td><td>50%</td></tr><tr><td>Quizzes</td><td>10%</td></tr><tr><td>Assignments</td><td>10%</td></tr><tr><td>Project</td><td>10%</td></tr><tr><td>Mid-Semester Exam</td><td>20%</td></tr><tr><td>Final Examination</td><td>50%.</td></tr><tr><td>Total</td><td>100%</td></tr></table>	Coursework	50%	Quizzes	10%	Assignments	10%	Project	10%	Mid-Semester Exam	20%	Final Examination	50%.	Total	100%										
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16.	<p>Mapping of the course/module to the Programme Aims</p> <p>The individual course is mapped to the programme aims using a scale of one to five where (one being the least relevant/related and five being the most relevant/ related).</p> <table><tr><td>A1</td><td>A2</td><td>A3</td><td>A4</td><td>A5</td><td>A6</td></tr><tr><td>5</td><td>3</td><td>3</td><td>3</td><td>3</td><td>3</td></tr></table>	A1	A2	A3	A4	A5	A6	5	3	3	3	3	3												
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5	3	3	3	3	3																				
17.	<p>Mapping of the course/module to the Programme Learning Outcomes</p> <p>The learning outcomes of this course are mapped to the eight MQF domains using a scale of one to five where (one being the least relevant/related and five being the most relevant/ related).</p> <table><tr><td>LO1</td><td>LO2</td><td>LO3</td><td>LO4</td><td>LO5</td><td>LO6</td><td>LO7</td><td>LO8</td><td>LO9</td><td>LO10</td><td>LO11</td><td>LO12</td></tr><tr><td>3</td><td>5</td><td>5</td><td>3</td><td>3</td><td>3</td><td>2</td><td>5</td><td>3</td><td>2</td><td>3</td><td>5</td></tr></table>	LO1	LO2	LO3	LO4	LO5	LO6	LO7	LO8	LO9	LO10	LO11	LO12	3	5	5	3	3	3	2	5	3	2	3	5
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18.	<p>Content outline of the course/module and the SLT per topic</p>																								

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	WEEK	Details	SLT			
			L	T	Indep.	Total
	WEEK 1	Management and Culture <ul style="list-style-type: none"> • The Challenging Role of the Global Manager • Growing Economic Interconnectedness • More Complex and Dynamic Work Environment • Increased Use and Sophistication of Information Technology • More and Different Players in the Global Stage • Environment of Global Management • What Global Managers Do • Organizational Context, Culture, and Managerial Roles • Evaluating Cross-Cultural Management Studies • Limitations in Present Management Studies • Types of International Management Research • Methodological Issues in Cross-Cultural Research • Critiques of International and Cross-Cultural Research 	2	1	6	9
	WEEK 2	Describing Culture <ul style="list-style-type: none"> • Features of Culture; Culture is Shared, Culture is Learned, Culture is Systematic and Organized • Why Cultures Differ and Persist • Survival • Language • Religion • Debates Surrounding the Concept of Culture • National Culture • Convergence, Divergence or Equilibrium • Organizational versus National Culture • Acculturation and Biculturalism • Culture and Social Groups • In-Group Bias and Prejudice • Ethnocentrism 	2	1	6	9

(9) Cross Cultural Management – BMGT3063

	WEEK 3	Comparing Cultures: Systematically Describing Cultural Differences <ul style="list-style-type: none"> • Kluckhohn and Strodtbeck Framework • Hofstede's Study • Confucian-Dynamism • Cultural Distance • Criticism of Hofstede's Study • Schwartz Value Survey • Trompenaars's Dimensions • The GLOBE Study • Individualism and Collectivism • Tightness and Complexity • Vertical and Horizontal Dimensions • Social Axioms • Use of the Frameworks 	2	1	6	9
	WEEK 4, 5	How Culture Works: Fundamentals of Cross-Cultural Interaction <ul style="list-style-type: none"> • Social Cognition • Cultural Norms and Scripts • Selective Perception • Perceived Similarity and Attraction • Stereotypic Expectations • National Stereotypes • Resistance to New Information • Stereotype Complexity and Evaluation • Social Dominance • Differential Attributions • Inconclusive Information • Attribution Error • Cultural Differences in Attribution Bias • Cross-Cultural Interaction Model • Motivation Across Cultures • Cultural Variation in Self-Concept • Motivational Implications of Differing Self-Concepts 	4	2	12	18

(9) Cross Cultural Management – BMGT3063

	WEEK 6	The Manager as Decision Maker <ul style="list-style-type: none"> • Cultural Differences in the Optimization Model • Cultural Constraints on Rationality, Limits to Rationality • Heuristics • Motivational Biases in Decision Making • Selection and Reward Allocation Decisions • Ethical Dilemmas in Decision Making • Moral Philosophies • Consequential Models • Deontological or Rule-Based Models • Cultural Relativism • Cognitive Moral Development 	2	1	6	9
	WEEK 7	Communicating and Negotiating across Cultures <ul style="list-style-type: none"> • Cross-Cultural Communication Process • Communication Styles • Explicit versus Implicit Communication • Direct versus Indirect Communication • Silence and Verbal Overkill • Nonverbal Communication • Proxemics • Body Position and Gestures • Facial Expression • Negotiating and Conflict Resolution across Cultures • Descriptions Negotiation Process and Behavior • Cultural Dimensions and Negotiation • Holistic Approaches to Negotiation 	2	1	6	9

(9) Cross Cultural Management – BMGT3063

	WEEK 8, 9	Motivation and Leadership across Cultures <ul style="list-style-type: none"> • Content Theories • Process Theories • Equity Theory • Expectancy Theory • Leadership • Western Leadership Theory • Trait Theories • Behavioral Theories • Contingency Theories • Implicit Theories • Project GLOBE • Non-Western Theories of Leadership • Performance-Maintenance Theory • Paternalism • Integrated Cross-Cultural Model of Leadership • Universal Leadership Functions • Culture-Specific Leader Behaviors 	4	2	12	18
	WEEK 10	Global Management Challenges <ul style="list-style-type: none"> • Work Groups, Work-Group Effectiveness • External Conditions • Group-Member Resources, Structure, Process • Group Processes over Time, Group Task, Composition • Culture's Influence on Work Groups • Culture's Effect in Different Group Structures and Tasks • Organizational Context and Culturally Diverse Work Groups • Management Support, Group-Level Rewards, Work-Group Status • Training, Self-Management • Managing Multicultural Work Groups • Work-Group Task and Structure 	2	1	6	9

(9) Cross Cultural Management – BMGT3063

	WEEK 11, 12	The Challenge of Designing International Organizations <ul style="list-style-type: none"> Organizational Designs, Organizational Structure Deterministic Theory Contingency Theory Ecological Theories Institutional Theory Culture and Organizational Structure Culture-Free Perspective Structural Variation across Cultures Informal Organization Organizing in Multinational Organizations Multinational Structures International Collaborative Alliances International Mergers and Acquisitions Managerial Roles in Multinational Organizations Cultural Differences in the Psychological Contract 	4	2	12	18
	WEEK 13	The Challenge of International Assignments <ul style="list-style-type: none"> The Role of Expatriates Individual Staffing Decisions Selection of Managers for Overseas Assignments Adjustment-Performance Relationship Foreign Language Ability and Previous International Experience Job and Organizational Factors Cultural Novelty Social Support Repatriation Global Careers 	2	1	6	9
	WEEK 14	The Challenge of Managing across Cultures in the Future <ul style="list-style-type: none"> The Changing Environment of Business Uneven Development Influence of Transition Economies Information and Communication Technology Pressure on the Natural Environment The Adaptation of Organizations and People The MNO Context The Future of Organizational Work The Development of Global Managers 	2	1	6	9
		Total	28	14	84	126

(9) Cross Cultural Management – BMGT3063

19.	<p>Main references supporting the course:</p> <p>David C. Thomas, (2008), <i>Cross-Cultural Management: Essential Concepts</i>, (2nd Edition), Sage Publications.</p> <p>Additional references supporting the course:</p> <ul style="list-style-type: none">• Marie-Joelle Browaeys, Roger Price, (2008), <i>Understanding Cross-cultural Management</i>, Pearson Education (1st Edition)• Shiraev & Levy, (2010), <i>Cross-Cultural Psychology: Critical Thinking and Contemporary Applications</i>, Pearson. (4th Edition)• Martin J. Gannon, Karen Newman, (2001), <i>Handbook of Cross-Cultural Management</i>, The Blackwell Publication
20.	<p>Other additional information</p> <p>All related subject materials will be available to the students during the period of the course</p>