

#### **Course Outline**

Marketing and International Business School of Business & Economics IBUS 4510 - **3.00** - Academic

Cross-cultural Management

#### Rationale

GET analysis has identified that this course meets the Intercultural Awareness ILO criteria. See attached foci tool and notes under Educational Objectives/Outcomes.

### **Calendar Description**

Students explore the significance of culture in strategic decisions encompassing elements of risk management, ethics, and the management of diversity, in a range of international management contexts across Asia, Europe, Africa and the Americas. Topics include cultural dimensions of international management; comparing cultures; movement in the culture; organizational culture; culture and management communication; needs and incentives from an international perspective; dispute resolution and negotiation; and the cross-cultural dimensions of global staffing.

### **Credits/Hours**

Course Has Variable Hours: No Credits: 3.00 Lecture Hours: 3.00 Seminar Hours: 0 Lab Hours: 0 Other Hours: 0 *Clarify:* Total Hours: 3.00 Delivery Methods: (Face to Face) Impact on Courses/Programs/Departments: None Repeat Types: A - Once for credit (default) Grading Methods: (S - Academic, Career Tech, UPrep)

### **Educational Objectives/Outcomes**

1. Explore the importance of cross-cultural management, and of the major theoretical and empirical studies which examine the impact of different national cultures on work and employment.

- 2. Analyze a range of international management practices and how organizational and national culture impacts uponthem: work, motivation, performance appraisal, leadership, cross-cultural communication and decision-making, negotiation and trust, conflict and dispute resolution and corporate social responsibility.
- 3. Develop knowledge of comparative management and employment models and their implications for managementand employment in different national contexts and the international context in which multinational corporations operate.
- 4. Apply their understanding of cultural and institutional differences to evaluate the challenges and opportunities ofdoing business in different countries.
- 5. Display an understanding of cultural difference in interactions with different nationalities and an awareness of andsensitivity to cross-cultural issues.

6. This course meets the Intercultural Awareness criteria. See attached foci tool demonstrating the match.

#### Prerequisites

IBUS 3510-International Business or equivalent with a minimum C-

# **Co-Requisites**

## **Recommended Requisites**

### **Exclusion Requisites**

#### **Texts/Materials**

#### Textbooks

1. Required Browaeys, M., Price, R. Understanding Cross-cultural Management, 2nd ed. UK: Prentice Hall, 2008

## **Student Evaluation**

The Course grade is based on the following course evaluations.

<u>Mid-terms 0-20%</u> <u>Case analysis 0-15%</u> <u>Participation/attendance 0-10%</u> <u>Projects/assignments/simulation 40-50%</u> <u>Final exam 30-40%</u> <u>Term tests and the final exam must not make up more than 40 percent of evaluation and group work must not</u> <u>make up more than 50 percent.</u>

# **Course Topics**

- 1. Cultural Dimensions of International Management
  - The significance of culture for international management and decision making
  - Factors that influence management decision-making, strategic decision-making
  - Comparing cross-cultural and international management
  - Implications for international management practice

#### 2. Comparing Cultures

- The group as a basic unit for comparative cultural analysis
- Identifying and responding to differences in culture
- Identifying differences in culture-specific perception the Kluckhohn-Strodtbeck model
- Hall's model of high and low context cultures
- Comparing attitudes towards managers
- Comparing national cultures: The Hofstede model, strengths and weaknesses of Hofstede's model Comparing researcher and practitioner views
- 3. Movement in the Culture

Culture as a factor in people's response to change

- Culture as a factor in people's response to change
- Recognizing the significance of movement in culture
- How economic factors influence movement in national cultures
- How foreign intervention causes shifts in local cultures
- 4. Organizational Culture
  - Culture and organizations
  - Defining, comparing, controlling organizational cultures
  - The influence of national cultures on organizational cultures
- 5. Culture and Management Communication
  - Successful and appropriate communication across cultures
  - Interpreting contexts for management communications within and across cultures
  - The cross-cultural significance of non-verbal communication
  - Cross-cultural management communications: responding to demographic change
- 6. Needs and incentives An International Management Perspective
  - Comparing perceptions of the value of work
  - Understanding and managing people's motivation to work
  - Connecting with people's changing needs and wants, designing and managing incentive systems, how ethics motivates corporate social responsibility
  - Work as a motivator

Applying theories of motivation - Herzberg, motivation, innovation and national culture

- 7. Dispute Resolution and Negotiation
  - Examples of disputes in work-related contexts
  - How and why disputes arise, culture and dispute
  - Language cause and resolution of conflicts and disputes
  - Resolving disputes and conflicts German-American case study
  - Disputes arising in international joint ventures-balancing trust and control
- 8. Global Staffing Cross-cultural Dimensions

- Staffing to control exploring the gaps between theory and practice,
- Managing for control, global staffing choices expatriates or local managers?
- Retaining the loyalty of local managers a gender perspective
- Staffing international joint ventures balancing trust and control

### Methods for Prior Learning Assessment and Recognition

As per TRU Policy

#### **Last Action Taken**

Implement by Submission Preview Subcommittee Chair Shelley Church

Current Date: 29-Oct-20