

No.	Subject				
1	Title	Cross Cultural Management			
2	Code	MBA-P 702			
3	Lecturer				
4	Rationale for the inclusion of the course/module in the programme	Theoretical and practical approaches to the complexities of issues of diversity will be examined by reviewing typical values, habits, interactions, and concerns of different cultural groups in the workplace. Students will identify and practice strategies to overcome barriers and conflict in the workplace.			
5	Total Student Learning Time (SLT)	Face to Face			Total Guided and Independent Learning
	L = Lecture T = Tutorial P = Practical O = Others	<u>L</u> = 56 hours	<u>T</u> = 0	<u>C</u> = 21	<u>O</u> = 83 hours
6	ECTS	6			
7	Prerequisite (if any)	Core subjects			
8	Objectives	<p>The aim of this course are to:</p> <ul style="list-style-type: none"> Understand the diversity of the work force and the resulting issues faced by organizations such as maintaining fairness and justice, making effective management decisions, allowing flexibility, and managing in a global environment. Apply legal frameworks that protect employee and employer rights related to dimensions of diversity Encourage students to embrace a management style that draws out the benefits of having a diverse workforce. 			
9	Learning Outcomes	<p>At the end of the course students will be able to</p> <ul style="list-style-type: none"> Describe cultural preferences and prejudices. Explain the diversity of belief system, socialization, and discrimination experiences. Discover the management style that best suits the needs of a given work environment. 			
10	Transferable Skills	Transferable Skills	Description		Emphasis of the subject to the transferable skills
		Information Technology and Information Skills	Can monitor, assess and critically reflect on the use of IT and information skills and identify ways of further developing these skills		0
		Employability	Can assess the effectiveness of the skills development and identify further ways of developing skills required by employers		2
		Study Skills	Is autonomous in study and the use of resources for learning. Makes professional use of others in support of self-directed learning.		3
		Problem Solving	Is confident and autonomous in problem solving. Can isolate, clarify, assess and manage resolution of		3

			most relevant problems.					
		Communication	Can engage confidently in academic and professional communication with others within her/his field.	3				
		Working with Others	Can clarify a group task and lead, work with work within a group towards defined outcomes, making appropriate use of the capacities of the group members. Is able to negotiate and handle conflict with confidence	3				
		0 – Very little or no emphasis 1 – Some emphasis 2 – Moderate emphasis 3 – Strong emphasis						
11	Teaching-learning and assessment strategy	This module is a core component of the programme, students will be expected to undertake preliminary reading prior to lectures. Students will be expected to demonstrate certain independence in their study by research, which encompasses texts beyond those advised by the lecturer. Learning outcomes will be assessed through assignments and final examination. This will enable students to demonstrate their knowledge and understanding of the module and provide students with an experience of the knowledge and skills required relating to the course.						
12	Synopsis	This course is designed to provide students with a positive perception of cultural diversity. The most important elements of cultural diversity, understanding and awareness, will be addressed and examined. By understanding the concepts of “culture” and “diversity” you will have a better grasp of diversity categories and the characteristics and systems of cultures in a company						
13	Mode of delivery	Lecture						
14	Assessments	<ul style="list-style-type: none"> Research Assignment Case Analysis 	50 %	50%				
15	Mapping of the course/module to the Programme Aims	Course objectives		Programme Aims/Objectives				
				1	2	3	4	5
		1	Understand the diversity of the work force and the resulting issues faced by organizations such as maintaining fairness and justice, making effective management decisions, allowing flexibility, and managing in a global environment.	√		√	√	√
		2	Apply legal frameworks that protect employee and employer rights related to dimensions of diversity	√		√	√	√
		3	Encourage students to embrace a management style that draws out the benefits of having a diverse workforce	√		√	√	√
		Programme aims/objectives:						
		1. To produce graduates who have the proficiency and ability to apply knowledge of business, management, marketing and finance to identify, formulate and solving business administration problem.						

		<ol style="list-style-type: none"> 2. To produce graduates with fundamental and diverse business knowledge who can adapt to new technologies, and have ability to apply techniques, skills and business tools necessary for business administration practice. 3. To produce graduates with multi-disciplinary teamwork and leadership skills, as well as proficiency in written and oral communication to assure effective presentation of technical and social issues. 4. To produce graduates who understand business practice issues, professional and ethical responsibility, contemporary issues and impact of business management solutions in a global and societal contexts. 5. To produce graduates who are able to recognize the need to engage in lifelong learning for further personal and professional growth and development through continuing education. 																																																
16	Mapping of the course/module to the Programme Learning Outcomes	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2"></th> <th rowspan="2">Course Learning Outcome</th> <th colspan="8">Programme Learning Outcome</th> </tr> <tr> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>7</th> <th>8</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Describe cultural preferences and prejudices.</td> <td>√</td> <td></td> <td>√</td> <td></td> <td></td> <td></td> <td>√</td> <td></td> </tr> <tr> <td>2</td> <td>Explain the diversity of belief system, socialization, and discrimination experiences.</td> <td>√</td> <td></td> <td>√</td> <td>√</td> <td></td> <td></td> <td>√</td> <td></td> </tr> <tr> <td>3</td> <td>Discover the management style that best suits the needs of a given work environment</td> <td>√</td> <td></td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td></td> <td></td> </tr> </tbody> </table> <p>Programme Learning Outcome:</p> <ol style="list-style-type: none"> 1. <input type="checkbox"/> <i>Knowledge</i> Graduates have the proficiency in and the ability to apply the principles of business administration knowledge, marketing and finance in the analysis of business and related fields 2. <i>Practical skills</i> Graduates have the ability to acquire in-depth technical competence in business administration 3. <input type="checkbox"/> <i>Social skills and responsibilities</i> Graduates have the ability to use the techniques, social skills and appropriate business methods and tools necessary for sustainable development. 4. <input type="checkbox"/> <i>Ethics, professionalism and humanities</i> Graduates have the ability to consider social, economic, professionalism, and humanities aspects to solve business administration problems professionally and ethically 5. <i>Communication, leadership and team skills</i> Graduates have the ability to function effectively both as individuals and in a group in the capacity of a leader or a team member. Graduates have the ability to communicate effectively in conveying and disseminating knowledge. 6. <i>Scientific methods, critical thinking and problem solving skills</i> Graduates have the ability to identify and solve business administration problems 7. <i>Lifelong learning and information management</i> Graduates can demonstrate an awareness of the need to stay abreast with the latest knowledge and understand contemporary issues in business administration. Graduates have the potential to continue the professional development and advancement through life-long learning. 8. <i>Entrepreneurship and managerial skills</i> <input type="checkbox"/> Graduate possesses sufficient management skills to stay competitive in the global market 		Course Learning Outcome	Programme Learning Outcome								1	2	3	4	5	6	7	8	1	Describe cultural preferences and prejudices.	√		√				√		2	Explain the diversity of belief system, socialization, and discrimination experiences.	√		√	√			√		3	Discover the management style that best suits the needs of a given work environment	√		√	√	√	√		
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17	<p>Course topics and contact hours</p> <p>Week 1</p> <p>Chapter 1: Introduction: The Challenging Role of the Global Manager</p> <ol style="list-style-type: none"> a. <i>Globalization</i> b. What Global Managers Do c. <i>Evaluating Cross-Cultural Management Studies</i> 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="4" style="text-align: center;">Student Learning Time (SLT)</th> </tr> <tr> <th style="width: 25%;">Lecture</th> <th style="width: 25%;">Tutorial</th> <th style="width: 25%;">Consultation</th> <th style="width: 25%;">Self</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">4</td> <td style="text-align: center;">0</td> <td style="text-align: center;">1.5</td> <td style="text-align: center;">4</td> </tr> </tbody> </table>	Student Learning Time (SLT)				Lecture	Tutorial	Consultation	Self	4	0	1.5	4																																				
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<p>Week 2 Chapter 2: Describing Culture: What It Is and Where It Comes</p> <ul style="list-style-type: none"> a. Features of Culture b. <i>Culture: A Working Definition</i> c. <i>Why Cultures Differ and Persist</i> d. <i>Debates Surrounding the Concept of Culture</i> e. <i>Culture and Social Groups</i> 	4	0	1.5	4
<p>Week 3 Chapter 3: Comparing Cultures: Systematically Describing Cultural Differences</p> <ul style="list-style-type: none"> a. Hofstede's Study b. Schwartz Value Survey c. Trompenaars's Dimensions d. The GLOBE Study e. Individualism and Collectivism f. Social Axioms g. Culture as Sources of Guidance h. Cultural Distance i. Limitations of Country Culture Research j. Use of the Frameworks 	4	0	1.5	4
<p>Week 4 Chapter 4: How Culture Works: Fundamentals of Cross-Cultural Interaction</p> <ul style="list-style-type: none"> a. Cultural Schemas b. Cultural Scripts and Norms c. Selective Perception d. Perceived Similarity and Attraction e. Stereotypic Expectations f. Differential Attributions g. Cross-Cultural Interaction Model h. Self-Schemas and Motivation 	4	0	1.5	4
<p>Week 5 Chapter 5: The Manager as Decision Maker: Cross-Cultural Dimensions of Decision-Making</p> <ul style="list-style-type: none"> a. Rational Decision-Making b. Cultural Differences in the Optimization Model c. Limits to Rationality d. Cultural Constraints on Rationality e. Heuristics f. Motivational Biases in Decision-Making g. Selection and Reward Allocation Decisions h. Ethical Dilemmas in Decision-Making 	4	0	1.5	4

Week 6 Chapter 6: The Manager as Negotiator: Communicating and Negotiating Across Cultures a. Cross-Cultural Communication Process b. Language c. Communication Styles d. Other Language Considerations e. Language Pragmatics f. Nonverbal Communication g. Negotiation and Conflict Resolution Across Cultures	4	0	1.5	4
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<p>Week 7 Chapter 7: The Manager as Leader: Motivation and Leadership across Cultures</p> <ul style="list-style-type: none"> a. Motivation Across Cultures b. Work Goals c. Work Centrality and Organizational Commitment d. Designing Motivating Jobs e. Leadership f. Western Leadership Theory g. Non-Western Theories of Leadership h. Integrated Cross-Cultural Model of Leadership i. Implications for the Practice of Leadership 	4	0	1.5	4
<p>Week 8 Chapter 8: The Challenge of Multicultural Work Groups and Teams</p> <ul style="list-style-type: none"> a. Work Groups b. Work Group Effectiveness c. Culture's Influence on Work Groups d. Culture's Effect in Different Group Structures and Tasks e. Global Virtual Teams f. Organizational Context and Culturally Diverse Work Groups g. Managing Multicultural Work Groups 	4	0	1.5	4
<p>Week 9 Chapter 9: The Challenge of International Organizations: Structure and Culture</p> <ul style="list-style-type: none"> a. Organizational Designs b. Culture and Organizational Structure c. Informal Organization d. Organizing in Multinational Organizations e. Relationship of the MNO to Its Members 	4	0	1.5	4

	Week 10 Chapter 10: The Challenge of International Assignments a. The Role of Expatriates b. Individual Staffing Decisions c. Definitions of Success d. Adjustment–Performance Relationship e. Factors Affecting Expatriate Success f. Repatriation g. Outcomes of Overseas Assignments and Global Careers	4	0	1.5	4
	Week 11 Chapter 11: The Challenge of Managing Across Cultures in the Future a. The Changing Environment of Business b. The Adaptation of Organizations and People c. The Development of Global Managers	4	0	1.5	4
	Week 12 Revision	4	0	1.5	4
	Total	56	0	21	56
	ECTS	6			
18	Practical/lab work	None			
19	Main Reference(s)	<ul style="list-style-type: none"> • Marie, J. Roger, P. Understanding Cross Cultural Management. Pearson, 4th Edition, 2019 • David C. Thomas. Mark F. Peterson. Cross Cultural Management: Essential Concepts. Sage, 4th Edition, 2018. • Helen Deresky. International Management, Managing Across Borders and Cultures (8th Edition). Pearson Prentice Hall. 2013 			
20	Additional reference(s)	<ul style="list-style-type: none"> • David Livemore. Leading With Cultural Intelligence, David Livemore, 2nd Edition, 2015 • Hofstede, G. (1997) <i>Cultures and Organizations</i>. New York, McGraw Hill. Mead, R. (1998) <i>International Management: Cross-Cultural Dimensions</i>. Oxford, Blackwell. Second edition. ISBN : 9780071664189 			