THOMPSON RIVERS UNIVERSITY

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 whichexamine 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.

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

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