

**Course Outline**

**Department of Marketing, International Business and  
Entrepreneurship  
School of Business and Economics**

**IBUS 4510-3  
Cross-cultural Management (3,0,0)**

**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.

**Educational Objectives/Outcomes**

Upon successful completion of this course, students are able to:

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 upon them: 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 management and 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 of doing business in different countries.
5. Display an understanding of cultural difference in interactions with different nationalities and an awareness of and sensitivity to cross-cultural issues.

**Prerequisites**

IBUS 3510 or IBUS 3511

**Texts/Materials**

Browaeys, M., & Price, R, Understanding Cross-cultural Management, 2<sup>nd</sup> Edition. UK: Prentice Hall, 2008.

## Student Evaluation

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 70 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
  - 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

**Attendance Requirements – Include if different from TRU Policy**

As per TRU policy

**Special Course Activities – Optional**

**Use of Technology – Optional**