

<b>DEREE COLLEGE SYLLABUS FOR: IB 4168 CROSS CULTURAL MANAGEMENT</b>			
(Previously MG 4168 Cross Cultural Management In Shipping – L6) (Updated Fall 2021)			
<b>UK LEVEL: 6</b> <b>UK CREDITS: 15</b> <b>US CREDITS: 3/0/3</b>			
<b>PREREQUISITES:</b>	MG 2003 Management Principles <b>or</b> MG 3034 Managing People and Organisations		
<b>CATALOG DESCRIPTION:</b>	Cross cultural management principles and the impact of national cultures on management practice. Managerial perspective of cross-cultural interaction, communication, conflict resolution, leadership and culturally diverse teams.		
<b>RATIONALE:</b>	The course provides knowledge and understanding of the meaning and dimensions of national culture and its impact on business and management practices. Through immersive experiences it provides students the opportunity to develop or enhance their cross-cultural competence. As organizations become increasingly diverse, this course is indispensable for all students and especially those aspiring to embark on international careers or seek employment in global industries, such as shipping, tourism and hospitality.		
<b>LEARNING OUTCOMES:</b>	Upon completion of the course, students should be able to:  1. Compare and contrast the different meanings and dimensions of culture and explain its impact on business and management.  2. Evaluate business problems faced by global managers and formulate appropriate solutions from a cross-cultural perspective.  3. Demonstrate ability to collaborate with individuals from different cultures effectively.		
<b>METHOD OF TEACHING AND LEARNING:</b>	In congruence with the teaching and learning strategy of the college, the following tools are used:  ➤ Class lectures, interactive learning (class discussions, case studies) and practical problems solved in class.  ➤ Group project work, when possible with an immersive experiential component (e.g. global virtual team project).  ➤ Office hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course's content. Also, students may contact the instructor via e-mail for any questions relevant to the lectures.  ➤ Use of Blackboard: The instructor will post lecture notes, additional teaching material and readings, as well as assignments instructions and announcements.		
<b>ASSESSMENT:</b>	<b>Summative:</b> <table border="1" style="width: 100%;"> <tr> <td style="width: 70%;">First Assessment: Term project (group, 3500-4500 words; individual reflective essay)</td> <td style="width: 30%; text-align: center;"><b>70%</b></td> </tr> </table>	First Assessment: Term project (group, 3500-4500 words; individual reflective essay)	<b>70%</b>
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	<table border="1" data-bbox="560 52 1302 115"> <tr> <td data-bbox="560 52 1123 115">Final Assessment: Written Examination (essay-type questions)</td> <td data-bbox="1123 52 1302 115"><b>30%</b></td> </tr> </table> <p data-bbox="560 151 699 178"><b>Formative:</b></p> <table border="1" data-bbox="560 178 1302 214"> <tr> <td data-bbox="560 178 1123 214">Exercises, Case studies</td> <td data-bbox="1123 178 1302 214"><b>0%</b></td> </tr> </table> <p data-bbox="560 247 1421 310">The formative exercises, case studies and mock examination aim to prepare students for the term project and the examination.</p> <p data-bbox="560 344 1162 407">The term project tests learning outcomes 2 and 3. The written examination tests learning outcome 1.</p> <p data-bbox="560 436 1338 464">Students are required to resit failed assessments in this module.</p>	Final Assessment: Written Examination (essay-type questions)	<b>30%</b>	Exercises, Case studies	<b>0%</b>
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<b>INDICATIVE READING:</b>	<p data-bbox="560 499 846 527"><b>REQUIRED READING:</b></p> <p data-bbox="560 531 1421 621">Thomas, C.D. and Peterson, M.F. (2017), <i>Cross-Cultural Management. Essential concepts</i>, 4<sup>th</sup> edition, Sage Publications Inc. [ISBN: 9781506387529]</p> <p data-bbox="560 655 922 682"><b>RECOMMENDED READING:</b></p> <p data-bbox="560 716 669 743"><b>BOOKS:</b></p> <p data-bbox="560 747 1421 810">Browaeyns, M., &amp; Price, R. (2019). <i>Understanding Cross-Cultural Management</i> (4<sup>th</sup> ed.). Harlow: Pearson.</p> <p data-bbox="560 844 1421 907">Gannon, M., &amp; Newman, K. (2002). <i>The Blackwell Handbook Of Cross-Cultural Management</i>. Oxford, UK: Blackwell Business.</p> <p data-bbox="560 940 1421 1031">Gannon, M., &amp; Pillai, R. (2016). <i>Understanding Global Cultures: Metaphorical Journeys Through 34 Nations, Clusters of Nations, Continents, &amp; Diversity</i> (Sixth ed.). Los Angeles: Sage.</p> <p data-bbox="560 1064 1421 1155">Hofstede, G. (2001), <i>Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organization Across Nations</i>, Thousands Oaks, CA: Sage.</p> <p data-bbox="560 1188 1421 1251">Hofstede, G. and Hofstede, G.J. (2005), <i>Cultures and Organizations: Software of the Mind, 3rd Millennium Edition</i>. McGraw-Hill.</p> <p data-bbox="560 1285 1421 1375">Liu, S., Volčič, Z., &amp; Gallois, C. (2019). <i>Introducing Intercultural Communication: Global Cultures and Contexts</i> (3<sup>rd</sup> ed.). Los Angeles: Sage.</p> <p data-bbox="560 1409 1421 1472">Schneider, S., Barsoux, J., &amp; Stahl, G. (2014). <i>Managing Across Cultures</i> (3<sup>rd</sup> ed.). Harlow: Pearson Education Limited.</p> <p data-bbox="560 1505 1421 1596">Szkudlarek, B., Romani, L., Caprar, D. V. and Osland, J. S. (2020) <i>Sage Handbook of Contemporary Cross-Cultural Management</i>. Los Angeles: Sage.</p> <p data-bbox="560 1629 1421 1692">Trompenaars, F. (2007), <i>Riding the Waves of Culture, Understanding Cultural Diversity in Business</i>, London: McGraw-Hill.</p> <p data-bbox="560 1726 704 1753"><b>ARTICLES:</b></p> <p data-bbox="560 1757 1421 1848">Ashkanasy, N.M. (2002), Leadership in the Asian Century: Lessons from GLOBE, <i>International Journal of Organisational Behaviour</i>, 5(3): 150-163.</p> <p data-bbox="560 1881 1421 1944">Beugelsdijk, S., Maseland, R., &amp; Van Hoorn, A. (2015). Are scores on Hofstede's dimensions of national culture stable over time? A cohort</p>				

analysis. *Global Strategy Journal*, 5(3), 223-240. doi:[10.1002/gsj.1098](https://doi.org/10.1002/gsj.1098)

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Earley, P. C. and Peterson, R. S. (2004) "The elusive cultural chameleon: Cultural intelligence as a new approach to intercultural training for the global manager", *Academy of Management Learning and Education*, 3(1), 100–115.

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	<p>Super, J. F. (2020). Building innovative teams: leadership strategies across the various stages of team development. <i>Business Horizons</i>, 63(4), 553–563. <a href="https://doi.org/10.1016/j.bushor.2020.04.001">https://doi.org/10.1016/j.bushor.2020.04.001</a></p> <p>Taras, V., Caprar, D. V., Rottig, D., Sarala, R. M., Zakaria, N., Zhao, F., et al. (2013). A global classroom? Evaluating the effectiveness of global virtual collaboration as a teaching tool in management education. <i>Academy of Management Learning &amp; Education</i>, 12(3), 414–435.</p> <p>Van Hoorn, A. (2019). Generational shifts in managerial values and the coming of a unified business culture: A cross-national analysis using European social survey data. <i>Journal of Business Ethics</i>, 155(2), 547-566. doi:<a href="https://doi.org/10.1007/s10551-017-3488-4">10.1007/s10551-017-3488-4</a></p> <p><b>JOURNALS:</b></p> <p>Cross Cultural Management: An International Journal  International Journal of Cross Cultural Management  International Journal of Intercultural Relations  Human Resource Management  Management International Review  Journal of International Business Studies  International Business Review  European Journal of International Management</p>
<p><b>INDICATIVE MATERIAL:</b>  (E.g. audiovisual, digital material, etc.)</p>	<p><b>REQUIRED MATERIAL:</b> N/A</p> <p><b>RECOMMENDED MATERIAL:</b> N/A</p>
<p><b>COMMUNICATION REQUIREMENTS:</b></p>	<p>Written project presented in Word.  Use of proper English, both oral and written.</p>
<p><b>SOFTWARE REQUIREMENTS:</b></p>	<p>MS Office</p>
<p><b>WWW RESOURCES:</b></p>	<p>Geert Hofstede <a href="http://www.geerthofstede.com">www.geerthofstede.com</a>  Trompenaars Hampden-Turner <a href="http://www.7d-culture.nl">www.7d-culture.nl</a>  Delta Intercultural Academy <a href="http://www.dialogin.com">www.dialogin.com</a>  Negotiation Resources <a href="http://www.negotiations.biz">www.negotiations.biz</a>  World Factbook <a href="http://www.cia.gov/cia/publications/factbook">www.cia.gov/cia/publications/factbook</a></p>
<p><b>INDICATIVE CONTENT:</b></p>	<ol style="list-style-type: none"> <li>1. Describing culture</li> <li>2. Describing cultural differences</li> <li>3. Fundamentals of cross-cultural interaction</li> <li>4. Cross-cultural dimensions of decision making</li> <li>5. Communicating and negotiating across cultures</li> <li>6. Motivation and leadership across cultures</li> <li>7. Multicultural work groups and teams</li> <li>8. Structure and culture of international organizations</li> <li>9. International assignments</li> </ol>