



**London
South Bank
University**

EST 1892

Module Guide

Organisation Behaviour in an International Context

MMP_7_ORG

School of Business

Level 7

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1 MODULE DETAILS

Module Title: Organisation Behaviour in an International Context

Module Level: 7

Module Reference Number: MMP_7_ORG

Credit Value: 20

Student Managed Learning Hours: 160

Contact Hours: 40

Total Hours: 200

Pre-requisite Learning (If applicable): None

Co-requisite Modules (If applicable): None

Course(s): MSc-International Business Management

Year and Semester: 2019-20 Semester 1

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Subject Area: MMP

Summary of Assessment Method: 100% Coursework

External Examiner appointed for module: Dawn Howard, University of Sussex

2 SHORT DESCRIPTION

This module enables participants to understand organisational behaviour in an intercultural work context. The module includes global leadership, culture, managing virtual teams and a practical digital/software focus on methods for virtual teams. In a globalised and digital economy everyone comes in contact and works with people from very different cultural backgrounds, whether it is employees, clients, or collaboration partners. Digital modes of working make it possible even for small businesses or individuals to work with partners and in markets across the globe.

3 AIMS OF THE MODULE

This module aims to:

- explore how differences in cultural background can influence work practices and work interactions;
- make participants ready for working in an intercultural and global market.

4 LEARNING OUTCOMES

Knowledge and Understanding

- understand, explain, and summarise the way in which cultural background influences work behaviour;
- analyse and assess the challenges and pitfalls of the concept of 'culture' and how it relates to other central concepts, such as ethnicity, race, nationality, diversity and society.

Intellectual Skills

- think critically, analyse and present arguments effectively;
- consolidate critical understanding and analytical judgement of all aspects of intercultural management.

Practical Skills

- make effective presentations and write reports.
- reflect on the knowledge and understanding of culture differences and be able to adapt themselves in the work environment.

5 EMPLOYABILITY

This module will give participants greater understanding of managerial theories and contemporary issues facing managers in a globalised economy with a multicultural workforce

6 TEACHING AND LEARNING PATTERN

Teaching will be done in interactive lectures that will include group work, seminar style presentations by students and both group and individual tasks to critically reflect the seminar topics.

Seminars are an important element of the module and students should participate in discussion and present papers throughout the course. Presentations can be made by individuals or teams as preferred. The split between lecture and seminar in terms of contact hours will be approximately 50/50.

7 INDICATIVE CONTENT

- National and organisational culture
- International leadership
- Effects of cultural intelligence in the work context
- Methods for managing intercultural communication and collaboration effectively

8 ASSESSMENT OF THE MODULE

Formative assessment

Formative assessment methods will include:

Seminar activities will require students to identify and justify key intercultural management challenges to help support students in their summative assignment. In-seminar group discussion on sharing experiences of management challenges in

different cultures will enable students to gain a broad understanding of how culture and context shape people management practices.

Summative assessment (60/40)

CW1: Virtual Group Presentation (60%): working virtually

CW2: Individual reflective report on an Organisational Behaviour in an International Context (2,000 words) (40%).

Students should also make full use of journals and other academic sources.

9THE PROGRAMME OF TEACHING, LEARNING AND ASSESSMENT

Week	Topic	Reading
1	<p>Lecture:Introduction, National and Organisational Culture</p> <p>Seminar: Exploring culture</p>	<ul style="list-style-type: none"> • Cross-Cultural Management in Work Organisations (3rd Edition): Ray French • MOODIAN, MA. <i>Contemporary leadership and intercultural competence: Exploring the cross-cultural dynamics within organizations.</i>
2	<p>Lecture & Seminar: Team work & Virtual Team</p> <p>Lecture & Seminar: Team work & Virtual Team seminar</p>	<ul style="list-style-type: none"> • Understanding Cross-Cultural Management, Browaeys & Price (2016) • Cross-Cultural Management in Work Organisations (3rd Edition): Ray French
3	<p>Guest Lecturer Topic: Sustainability Development Goals</p>	<ul style="list-style-type: none"> • Book: Do More with Less – U Ma, 2018 • Business media – eg Reuters, the Financial Times*, Wall Street Journals, the Economist Newspaper*, Bloomberg* etc • Public media – eg the BBC, France24, Deutsche Welle (DW.com), NHK World△,

		<p>CNN, Al Jazeera, allAfrica etc</p> <ul style="list-style-type: none"> • Counter-view media – eg CCTV, RT, IRIB news and others • Traditional media – newspaper websites • NGO media – eg NGO sites such as MSF (<i>medecins sans frontieres</i>), Greenpeace, WWF etc • Institutional media – eg reports from World Bank, United Nations, European Union, EBRD (European Bank for Reconstruction & Development) etc • Company media – eg Royal Dutch Shell, Ryanair, Deutsche Bank, Facebook etc • Consultancy media – eg McKinsey, Bain etc •
4	<p>Lecture: Global Manager/ Leadership</p> <p>Seminar: Leadership & Culture</p> <p>Case study: Leading National Football Teams across the World</p>	<ul style="list-style-type: none"> • Cross-Cultural Management in Work Organisations (3rd Edition): Ray French • MOODIAN, MA. <i>Contemporary leadership and intercultural competence: Exploring the cross-cultural dynamics within organizations.</i>
5	<p>Lecture & Seminar: Communication Across Culture</p>	<ul style="list-style-type: none"> • MOODIAN, MA. <i>Contemporary leadership and intercultural competence: Exploring the cross-cultural dynamics within organizations.</i>

		<ul style="list-style-type: none"> • Understanding Cross-Cultural Management, Browaeys & Price (2016)
6	<p>Lecture: Intercultural Business Negotiation</p> <p>Seminar: Negotiation with the Japanese</p>	<ul style="list-style-type: none"> • Understanding Cross-Cultural Management, Browaeys & Price (2016)
7	<p>Lecture: Motivation & Rewards</p> <p>Seminar: Karochi</p>	<ul style="list-style-type: none"> • Understanding Cross-Cultural Management, Browaeys & Price (2016)
8	<p>Lecture: Culture Shock and Cultural Intelligence</p> <p>Seminar: Case study task</p>	<ul style="list-style-type: none"> • Cross-Cultural Management in Work Organisations (3rd Edition): Ray French
9	<p>Lecture: Conflict & Culture Differences</p> <p>Seminar: Group Discussion</p>	<ul style="list-style-type: none"> • LeBaron, M. (2003) "Culture and Conflict." <i>Beyond Intractability</i>. Eds. Guy Burgess and Heidi Burgess. Conflict Information Consortium, University of Colorado, Boulder. Posted: July 2003 • Dalton, Maxine, and Donna Chrobot-Mason. 2008. "A theoretical exploration of manager and employee social identity, cultral values and identity conflict management." <i>Journal of Cross Cultural Management</i> 8: 343-361.
10	<p>Lecture: Culture & Ethics</p> <p>Seminar: Case study</p>	<ul style="list-style-type: none"> • Cross-Cultural Management in Work Organisations (3rd Edition): Ray French

Coursework 1 (60%): Group Presentation: Working Virtually

Assessment deadline (Group Presentation: Working Virtually): Friday 27th March, 2020, 12 pm, online submission

Coursework 2 (40%): Individual Reflective Report

Individual reflective report on an intercultural management (2,000 words).

Assessment deadline Thursday 9th April, 2020, 12pm, online submission

Virtual Group PowerPoint Presentation Instructions

For the purposes of this assignment, you will form teams of between 4-5 students. As a team, your task is to submit online presentation. This task is assessing your understanding in the topic of Organisational Behaviour in an International Context. The PowerPoint presentation time frame is 10 minutes with academic support.

Please choose ONE from the following topics

- 1) Analyse the intercultural concept and explain, how culture attributes such as values and beliefs can influence an individual's behaviour? Provide an overview of the key theorists in this field and analyse and reflect on each theorist.
- 2) How would you characterize your own view on globalization and sustainability?
- 3) Analyse the pros and cons of leadership competency for intercultural management.
- 4) What do you understand by Hofstede's six dimensions? Explain each dimension and how they can adapt to Intercultural business negotiation.
- 5) Analyse the challenges and opportunities with Virtual Team.

Virtual Group: PowerPoint Presentation Submission Instructions (60%)

Deadline:

Friday 27th March, 2020, 12 pm

Submission:

- Online through the VLE (only one person from the group needs to submit the assignment)

Where to find the submission portal:

- Available on the 'Assessment Submission' folder..

What to upload:

- One PowerPoint file (with narrative on top) containing the following:
 - Cover page including: the names and student numbers of everyone in your group, group number, name/code of module, day/time of seminar group, name of seminar tutor
 - The content

UPLOADING A VIDEO ASSIGNMENT TO MOODLE

Once you have completed and saved your video assignment file, you can upload it to you Moodle module. The Moodle video assignment submission accepts the following video files: MP4, AVI, MPG, WMV, MOV, QT, ASF, 3GP, WMA, MP3, M4V.

1.1 Step-by-step guide on uploading your video assignment

First, login into your Moodle module and then follow these steps:

1. Locate and then click on the assignment submission link - make sure you select the correct assignment. Assignment submission links have the following icon:



2. Next, click on 'Add submission':

Submission status

Submission status	No attempt
Grading status	Not marked
Due date	Wednesday, 23 October 2019, 12:00 AM
Time remaining	6 days 14 hours
Last modified	-
Submission comments	▶ Comments (0)

Make changes to your submission



3. In the tool bar of the text editor space select the green Panopto icon:

Online text



4. From the pop-up window, click on 'Upload':

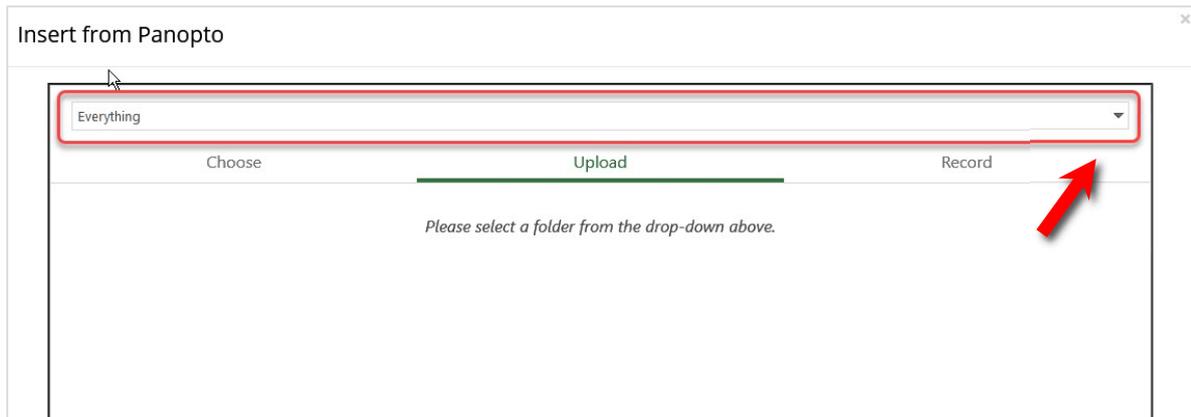
Insert from Panopto

Everything

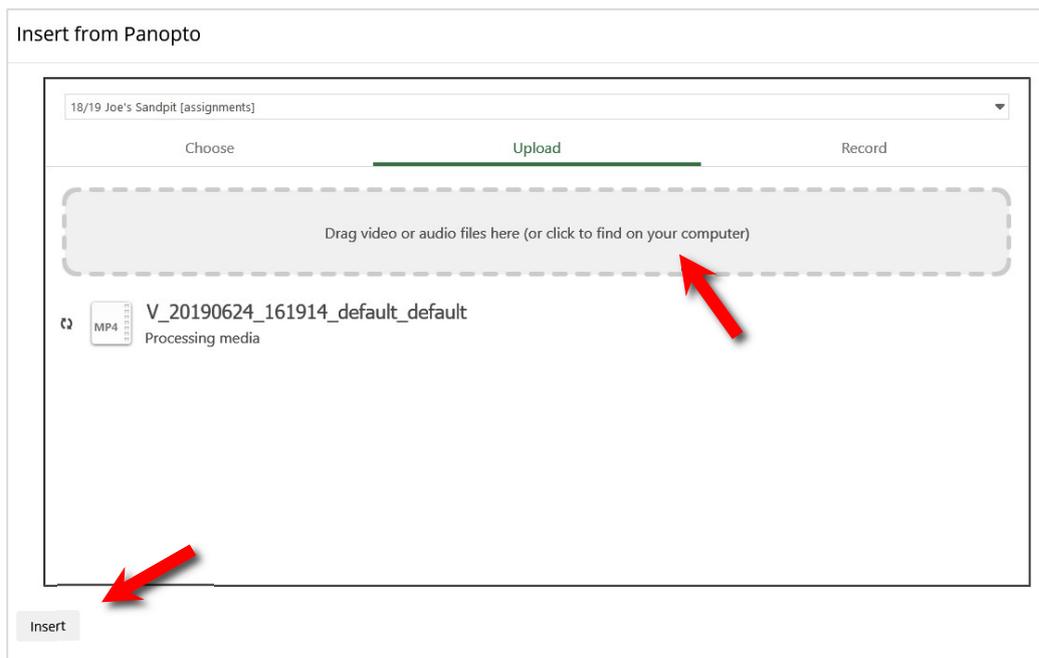
Please select a folder from the drop-down above.



5. In the drop-down box select the specific folder to submit your assignment to. The name of the folder will be provided by your tutor (File name: Video submissions_15.05.19 (Assignment)).



6. Drag your video assignment file or click to find the file on your computer. Next, click on 'Insert' (bottom left):



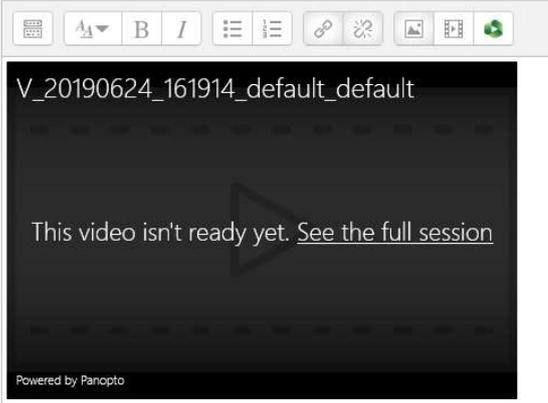
7. Click on 'Save changes':

Video Assignments

Submit your video file by clicking on '**Add submission**', then from the tool bar of the text editor space select the green Panopto icon.

From the pop-up window, you will be able to '**Upload**' your video file if you have already recorded your own.

Online text



Save changes Cancel

8. Your 'Draft submission' is now confirmed. Next, click on 'Hand in my submission':

Submission status

Submission status	Draft (not submitted)
Grading status	Not marked
Due date	Wednesday, 23 October 2019, 12:00 AM
Time remaining	6 days 13 hours
Last modified	Wednesday, 16 October 2019, 10:48 AM
Submission comments	▶ Comments (0)

Online text

[V_20190624_161914_default_default](#)



[Edit / upload my submission](#)
Make changes to your submission

[Hand in my submission](#)

Once this assignment is submitted you will not be able to make any more changes.

9. Tick the box to certify it is your own work and then click 'Continue':

Confirm submission

I/We certify that the attached work is all my/our own except where indicated.

All sources are identified and any quotations are marked.

Are you sure you want to submit your work for grading? You will not be able to make any more changes.

[Continue](#) [Cancel](#)

There are required fields in this form marked * .

10. You will then be shown confirmation that you have submitted your assignment:

Submission status

Submission status

Submitted for grading

Grading status

Not marked

Due date

Wednesday, 23 October 2019, 12:00 AM

Time remaining

6 days 12 hours

Last modified

Wednesday, 16 October 2019, 11:02 AM

Submission comments

▶ [Comments \(0\)](#)

Online text



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Virtual Presentations Marking Rubrics

Student Names & ID numbers	Presentation Topic
1. 2. 3. 4.	
Criteria	Feedback
1. Clear objectives, logical structure (weighting: 15%)	
2. Content <ul style="list-style-type: none"> • A proper background information on the topic is given. • The material selected for presentation appropriate to the topic. • There is enough essential information given. • The presenter have a clear understanding of the material presented • Points made reflect well their relative importance. • The main conclusions of the presentation follow from the material presented (weighting: 35%)	
3. Presentation skills <ul style="list-style-type: none"> • Speaker is within time limits. • Speaks clearly and at an understandable pace • Visual aids are well prepared, informative, effective, and not distracting. • Information was well communicated. (weighting:35%)	
4. Overall Impression (weighting: 15%)	

Total Marks:	
1st marker name:	
Internal moderator's name & comments:	
External moderator's name & comments:	

RECORD A SLIDE SHOW WITH NARRATION AND SLIDE TIMINGS

[HTTPS://SUPPORT.OFFICE.COM/EN-US/ARTICLE/RECORD-A-SLIDE-SHOW-WITH-NARRATION-AND-SLIDE-TIMINGS-0B9502C6-5F6C-40AE-B1E7-E47D8741161C](https://support.office.com/en-us/article/record-a-slide-show-with-narration-and-slide-timings-0b9502c6-5f6c-40ae-b1e7-e47d8741161c)

GENERAL GRADING CRITERIA – Virtual Group Presentation

70% and over

A very well structured presentation with logical and comprehensive content. The presentation demonstrates a high standard of research and analysis. A very good understanding of the key concepts and implications of the topic. Overall presentation style is excellent in terms of delivery, use of visuals and time management.

60 - 69%

A clearly structured presentation, with contents logically outlined. Presentation effectively conveys the analysis of key issues involved in the area researched. Evidence of up-to-date research carried out. Understanding of key concepts and the overall presentation style will be good in terms of delivery, use of visuals and time management, but there may be some scope for development in these areas.

50 - 59%

Overall presentation structure will be adequate to convey information but may lack some clarity in the analysis presented. The presentation demonstrates basic understanding of the key concepts and issues. The presentation will demonstrate limited but sound understanding of the topic. Overall presentation style will be sound in terms of delivery, use of visuals and time management, but may have some weaknesses in these areas.

40 – 49%

The presentation may cover key areas but lack a logical or coherent structure or have a sound structure but content lacking sufficient substance for a higher grade. There will be little evidence to demonstrate sufficient understanding of key concepts and issues. Key information may be presented but not explained.

30% - 39%

The presentation lacks in both coherent structure and substantive content. There will be little or no evidence of current or relevant research. There is very limited evidence of an understanding of key concepts demonstrated in response to questions. There may be significant and consistent weaknesses in presentation style in delivery, use of visuals and time management.

Element 2: Individual Reflective Report (40%)

Individual reflective report on an Organisational Behaviour in an International Context (2,000 words).

Details: Looking back at your personal learning and development in relation to Organisational Behaviour in an International Context by reflecting on your own experience on virtual team assignment with some academic support. What have you learnt from working on a Virtual Team, were there any challenges and how to overcome those challenges?

Example:

What have you learnt from working on multi-cultural teamwork as a virtual team, were there any challenges and how to overcome those challenges?

Have you had any conflict with the team and how to overcome it?

Assessment deadline 9th April, 2020, 12pm, online submission

GENERAL GRADING CRITERIA: Individual Reflective Report

70-100%

An excellent standard of work. All relevant and key issues presented in a well-structured format. Evidence of excellent integration of theoretical material is present thus clearly demonstrating student understanding. Strong evidence of wide reading incorporating appropriate research material is present. The material is fully sourced and referenced.

60-69%

Good, comprehensive reflection highlighting many if not all relevant key issues in a well structured format. Some evidence exists of independent application and critical evaluation demonstrating some level of understanding. Evidence of wide reading is present. Use and knowledge of relevant research material is also evident. Good evidence of sourcing and referencing.

50-59%

An adequate reflection. A reasonable level of appreciation of relevant issues is present. Reflect on some theories and material is fair in terms of structure. Ideas and arguments are not always fully developed although critical awareness and evaluation is present in some form. Some gaps in sourcing and referencing. Material is mainly descriptive.

40-49%

There is a basic understanding of basic concepts and theories but omissions and, or, mistakes are evident. Inadequate reflection, sourcing and referencing is noted. No evidence of critical engagement or analysis.

<40%

There is poor reflection and there are serious flaws and inaccuracies. There is the inclusion of irrelevant material, which is poorly presented and structured. Major omissions exist. Lack of reflection, Poor sourcing and referencing

11. LEARNING RESOURCES

Core Reading

Browaeys, M. J. & Price, R. (2015) *Understanding cross-cultural management*, Harlow: Pearson Education Limited.

French, R., (2015). *Cross-cultural management in work organisations*, London: CIPD.

Optional Reading

Dowling, P., Festing, M., Engle, A. (2017) *International human resource management: managing people in a multinational context*, London: Thompsons Learning.

Hofstede G., Hofstede, G., Minkov, M. (2010) ***Cultures and organizations: software of the mind : intercultural cooperation and its importance for survival***, New York: McGraw-Hill.

Kashima, Y., Lyons, A., & Clark, A. (2013) The maintenance of cultural stereotypes in the conversational retelling of narratives, *Asian Journal of Social Psychology*, 16: 60–70.

Kemmelmeier, M., & Kühnen, U., (2012) Culture as process: Dynamics of cultural stability and change, *Social Psychology*, 43: 171–173.

Kitayama, S., Mesquita, B., & Karasawa, M. (2006) The emotional basis of independent and interdependent selves: Socially disengaging and engaging emotions in the US and Japan, *Journal of Personality and Social Psychology*, 91: 890–903.

Moodian, M. (2009) *Contemporary leadership and intercultural competence*, Thousand Oaks, CA: Sage.

Tungtakanpoung, M. & Wyatt, M., (2013) Spirituality and cultural values in the reported cognitions of female cabin attendants on Thai Airways, *Journal of Air Transport Management*, 27: 15-19.

Ubell, R (2010), *Virtual teamwork : mastering the art and practice of online learning and corporate collaboration*, Hoboken, N.J. : Wiley Publication.

Cummings, J., Dennis, A.(2018), Virtual first impressions matter: The effect of enterprise social networking sites on impression formation in virtual teams

MIS Quarterly. Sep2018, Vol. 42 Issue 3, p697-717. 30p

Barnowska, B., Kozaryn, M.(2018), Benefits from the implementation of project tasks with the use of **virtual team** *Management (1429-9321)*, Vol. 22 Issue 2, p204-216. 13p. DOI: 10.2478/manment-2018-0032.

Hassett, M., Harikkala-Laihinien, R., Nummela, N., Raitis, J. (2018), Emotions and Virtual Teams in cross-border acquisitions individual, relational and contextual dynamics of emotions, Emerald Publishing limited.

Journal articles

1. International Journal of Cross-Cultural Management
2. International Journal of Human Resource Management
3. European Management Journal
4. Journal of Management Studies
5. Human Resource Management Journal (UK)
6. Human Resource Management (USA)
7. Work, Employment and Society
8. British Journal of Management