

MGT 4030: CROSS-CULTURAL MANAGEMENT

CREDIT: 3 UNITS

COURSE DESCRIPTION

A study of the value systems, thinking patterns, and models of reality that are inherent in different cultures, and cultural differences within and among people and organisations. Included are: the dimensions of culture business and social cultures in organisations; national and ethnic cultures; value systems in different cultures; models of culture in different cultures and the alignment between environment, manager, and culture of environment serving organisations.

Prerequisite: MGT 3010: Overview of Management Practices

COURSE OBJECTIVES

- To enhance an appreciation of the various extraneous factors that impinge on management.
- To delineate the effects of the cultural variable on management
- To examine ways of enhancing managerial effectiveness within different cultural situations.

COURSE CONTENT

Week 1 & 2

Overview and general introduction

- Culture: nature, purpose and significance
- Characteristics/determinants of culture
- Systems approach to culture
- Other bases for identifying/understanding culture

Week 2 & 3

Need for cross-cultural studies

- Diversity in modern organisations
- The cosmopolitan organisation
- Benefits of cross-cultural studies

Week 4

Role/significance of culture in international management

- Concept of cosmopolitanism in management
- The changing role of the manager

Week 5

The Manager within an intercultural context

- The manager as an intercultural communicator
- The manager as an agent of change
- The manager as a cultural transmitter

MID-QUARTER EXAMINATION

Week 6

Skills necessary within a cross-cultural setting

- Adaptation skills
- Relationship skills
- Communication skills

Week 7

Management of cultural shock

- Perspectives of cultural shock
- Re-entry shock

- Organisation shock
- Mass culture shock

Need for acculturation

- Inculcating acculturation
- Basic orientations to acculturation

Week 8 & 9

Management of organisation culture

- Nature of organisation culture
- Coping with organisation's cultural differences
- Organisation culture within the MNE context

Week 10

Managing cross-culturally

- Managing multicultural forces
- National versus Corporate culture
- The cross-cultural puzzle
- Development of cross-cultural global leader

Week 11

FINAL EXAMINATION

TEACHING METHODOLOGY

Lectures and discussions.

Case studies.

Examinations and other tests.

COURSE TEXT

Harris, Philip R and Robert T. Moran.: *Managing Cultural Differences: Leadership strategies for a new world of business.* 4th Edition. (Houston, Gulf Publishing, 1979.)

READINGS

- Lewis, Richard D.; *When Cultures Collide: Managing Successfully Across Culture.* London: Nicholas Braley Publishing, 1999
- Mead, Richard; *International Management: cross-cultural Dimensions.* Oxford: Blackwell publishers, 2000-09-25 Ketter, John P., and James L. Heskett; *Corporate Culture and Performance,* New York: The Free Press, 1992
- Brake, Terence, et al.; *Doing Business Internationally: The Guide to Cross-Cultral Success.* New York: McGraw Hill, 1995
- Jackson, Terence (Ed.), *Cross-Cultural Management.* Oxford: Butterworth-Heinemann, 1995.
- Phatak, V.A.; *International Dimensions of Management.* Boston: Ken Publishers, 1983

COURSE EVALUATION

Attendance and participation	10%
Assignments	10%
Term Paper	15%
Mid-Quarter Exam	30%
Final Exam	<u>35%</u>
Total	100%

NB

(1) No make-ups will be given in this course