

Cross-Cultural Management

Module Code:	SIB7006-A
Academic Year:	2018-19
Credit Rating:	10
School:	School of Management
Subject Area:	Strategy and International Business
FHEQ Level:	FHEQ Level 7 (Masters)

Pre-requisites:

Co-requisites:

Contact Hours

Type	Hours
Lectures	12
Tutorials	12
Directed Study	76

Availability Periods

Occurrence	Location/Period
PDA	Kozminski University / Full Year (Sept - Aug)
BDA	University of Bradford / Full Year (Sept - Aug)

Module Aims

1. The module aims to develop a comprehensive understanding of the influence of cross-cultural differences on management practices in organisations engaged in cross-frontier business activities.
2. The module seeks to equip you to be able to identify and manage problems and issues arising from cross-cultural differences.
3. The module aims to assess the problems arising from cross-cultural differences for the formulation and implementation of business ethics and CSR policies by multinational corporations

Outline Syllabus

Understanding the sources and evolution of cross-cultural differences in the context of national and organizational cultural settings. The linkages between national institutional systems and national and organizational cultures. Communication and negotiation across cultures both within and between organizations. The impact of multi-cultural teams and managing diversity on performance. The role of leadership and motivation in cross-cultural management systems. National cultures and organisational cultures and the interrelationships between them. Organisational change across countries. International HRM and expatriate management. The impact of differences in cross-cultural settings for the design and implementation of CSR policies by multinational corporations.

Module Learning Outcomes

On successful completion of this module, students will be able to...

- 1
 - 1a. Assess the importance of cross-cultural differences for organizations engaged in international business activities.
 - 1b. Evaluate the usefulness of the major theories of cross-cultural management to enhance understanding of the major problems and issues faced by organizations engaged in international business activities.
 - 1c. Understand and be able to analysis the linkages between national institutional settings and the impact on these on national and organizational cultures. 1d. Assess the ways contained in the literature on how to effectively manage international business activities
- 2
 - 2a. Use the academic literature on cross-cultural to identify key issues in devising cross-cultural management policies, including affects on performance and CSR policies.
 - 2b. Assess appropriate ways to manage effectively the major problems and issues arising from cross-cultural differences in organizations engaged in international business activities.
 - 2c. Assess appropriate ways to construct and implement cross-cultural training programmes for organizations engaged in international business activities.
- 3
 - 3a . Demonstrate the ability to work co-operatively in groups.
 - 3b. Share knowledge and experience about issues.
 - 3c. Write effective and concise management reports.

Learning, Teaching and Assessment Strategy

Lectures will provide information and guidance on private and group study on topics connected to learning outcomes 1a to 1d and to complete the assignments. The information provided in the lectures and supplemented by private and group study will be discussed and developed into knowledge in tutorials, which will also cover the knowledge and skills required for completing the assignments. These activities will contribute to fulfil learning objectives 2a to 2c. Personal transferable skill (3a to 3c) will be developed in tutorials and especially in completing the assignments and in giving a presentation of the group report assignment. All of the learning objectives will be enhanced by private and group study involving reading literature, gathering data for the assignments and in discussions in tutorials. There will be individual feedback on assignments via the Schools' standard mark sheet, and collective feedback by a report placed on the VLE on the major strengths and

weakness in the submitted work.

Mode of Assessment

Type	Method	Description	Length	Weighting	Final Assess'
Summative	Coursework	Individual assignment (1500 words)	0 hours	70%	Yes
Summative	Coursework	Group assignment and Presentation (2500 words)	0 hours	30%	Yes
Referral	Coursework	Supplementary assessment: Individual assignment (1500 words)	0 hours	70%	Yes
Referral	Coursework	Supplementary assessment: Individual assignment (1000 words)	0 hours	30%	Yes

Legacy Code (if applicable)

MAN4135M

Reading List

To view Reading List, please go to [rebus:list](#).