



University of
New Haven

Cross-Cultural Management

SECTION I: Course Overview

Course Code: BUS330PRG

Subject Area(s): Business, Cultural Studies

Prerequisites: None

Language of Instruction: English

Total Contact Hours: 45

Recommended Credits: 3

COURSE DESCRIPTION

Among the greatest impediments to the effective management of human resources in today's world of business is the complex set of culturally based assumptions and prejudices about human behavior unknowingly brought into the workplace. The management skills, motivational techniques, personal behavioral patterns, and methods of communication that are valued as effective leadership characteristics in one cultural or national setting can be perceived quite differently, even negatively, in another. An important learning process is recognizing that people's responses to, and effectiveness in, work environments are to a great extent shaped by cultural forces.

This course examines and analyzes what constitutes effective leadership, management, and communication in today's cross-cultural environment of global business. How should business be conducted in other lands? How should people be managed and organized in cultures very different from their own? To what extent are various cultural practices from one country transferable to another? How do we factor the effective cross-cultural management practice into global business plans, human resource managerial strategies, and social business gatherings?

To answer these questions, the students in this course will study, analyze and debate a number of subjects relevant to cross-cultural management: language and communication, cross-cultural conflict resolution and negotiation, culturally-biased managerial assumptions, national management cultures, intercultural sensitivity and competency, cross-cultural organizational behavior, global human resource management, training of international managers, the challenges of living and working within cultural diversity, the impact of culture on organization and leadership theory, multi-cultural team-working, and the ethical dilemmas of cultural interaction and conflict.

This course focuses on the critical role culture plays in devising effective international management strategies and techniques. It aims to highlight those areas of cultural divergence, which always challenge communication, understanding, and meaningful teamwork between people of different cultural backgrounds. It prompts students to identify and challenge their own cultural assumptions, conditioning, and practices which may impede the ability to positively interact with others. The course also seeks to provide practical, down-to-earth knowledge and a mix of basic technical skills needed to avoid the managerial pitfalls of cultural innocence and to employ heightened cultural awareness and sensitivity for effective management and action in cross-cultural settings.

LEARNING OBJECTIVES

Upon successful completion of this course, you will be able to:

- Describe the role culture plays in human communication and organizational relationships
- Differentiate the set of skills critical to effective management in various cross-cultural settings
- Identify cultural impediments to effective decision-making and management
- Evaluate the strengths and weaknesses of varying points of view regarding management decisions in different cultural settings
- Apply cross-cultural knowledge to critically evaluate diverse management strategies, including resolution of cross-cultural problems in the work environment

SECTION II: Instructor & Course Details

INSTRUCTOR DETAILS

Name:	TBD
Contact Information:	TBD
Term:	SEMESTER

GRADING & ASSESSMENT

The instructor will assess your progress towards the above-listed learning objectives by using the forms of assessment below. Each of these assessments is weighted and will count towards your final grade. The following section (Assessment Overview) will provide further details for each.

Engagement	20%
Short Essay	10%
Short tests (2*5% MCQ)	10%
Case Study Assignments	30%
Final Exam	30%

ASSESSMENT OVERVIEW

This section provides a brief description of each form of assessment listed above. Your course instructor will provide further details and instructions during class time.

Engagement (20%): Student participation is mandatory for all courses taken at a CEA CAPA Study Center. The instructor will use the rubric below when determining your participation grade. All students should understand that attendance and punctuality are expected and will not count positively toward the participation grade.

Short Essay (10%): The short essay will allow the students to reflect on their experience upon arrival and give them the opportunity to reflect on their initial observations of the culture in which they are newly emerged. Student should also reflect on the similarities or differences they are observing between their host and home countries, and can also describe any initial accomplishments or challenges of their early cultural immersion in the host culture. Further details to be provided by the instructor in class.

Short tests (10%): There will be two short tests administered during the course, worth 5% respectively. The MCQ tests are meant to validate the knowledge acquired during the previous lectures. Topics covered in each test:

- 1- Intercultural communication
- 2- Cross-cultural management dimensions

Case Study Assignments (30%): Drawing upon the frameworks and content discussed in class, you will analyze a number of case studies. The analysis will be evaluated based upon the insights you bring, including the concepts and models explored in this course. You are to produce an oral presentation each time, which is expected to be group

authored. A final presentation will be about your own case studies showcasing cross-cultural misunderstandings you experience personally. Further instructions will be provided in class and on Moodle.

Final Examination (30%): The final exam is designed to establish and communicate to you the progress you are making towards meeting the course learning objectives listed above. It is comprised of questions and exercises that test your abilities in three important areas of competency: the amount of information you master; the accuracy of the information you present; and the significance you ascribe to the facts and ideas you have integrated across your study in this course.

ACTIVE LEARNING

CEA CAPA courses are designed to include a variety of active learning component that will take you out of the classroom and allow you to explore your local, host city. This course includes:

- Mucha Museum
- Radio Free Europe

REQUIRED READINGS

The reading assignments for this course are listed below. All required readings must be completed according to the due date assigned by the course instructor. You will not need to purchase these readings; the instructor will provide these selected readings to you in class (either in paper or electronic format) and/or through CEA CAPA's online Moodle classroom.

SELECTED READING(S): The selected readings for this course are listed below. You will not need to purchase these readings; the instructor will provide these selected readings to you in class (either in paper or electronic format).

- Dumetz, J. et al. *Cross-Cultural Management Textbook*, CreateSpace Independent Publishing Platform, 2012
- Trompenaars, F., Hampden-Turner, C. *Riding the Waves of Culture: Understanding Diversity in Global Business*, New York: McGraw Hill. 2021, chapter 13 & 18.

RECOMMENDED READINGS

The recommended reading(s) and/or text(s) for this course are below. These recommended readings are not mandatory, but they will assist you with research and understanding course content.

- Covey, S. R., & Merrill, R. R. (2006). *The speed of trust: The one thing that changes everything*. Simon and Schuster, 354 pp.
- Hall, E. T. *Beyond Culture*. New York: Anchor Books, 1997, 298 pp.
- Hofstede, G. & Minkov, M. *Cultures and Organizations: Software of the Mind*, McGraw-Hill, 2010, 576 pp.
- Hofstede, G. *Cultures Consequences: International Differences in Work Related Values*, Beverly Hills: Sage, 1980, 328 pp.
- Lewis, R.D. *When Cultures Collide: Leading Across Cultures*, London: Hodder & Stoughton, 2018, pp. 576.
- Liswood, L., *The Loudest Duck*, Wiley, 192 pp.

- McFarlin, D., Sweeney, P. *International Organizational Behavior: Transcending Borders and Cultures*. London: Taylor & Francis, 2017, 406 pp.
- Meyer, E. (2014). *The culture map: Breaking through the invisible boundaries of global business*. Public Affairs, 277pp.
- Rosling, H., *Factfulness: Ten Reasons We're Wrong About the World--and Why Things Are Better Than You Think*, Flatiron Books; 2018, 352 pp.
- Trompenaars, F., Hampden-Turner, C.M. *Building Cross-Cultural Competence: How to Create Wealth from Conflicting Values*, New Haven: Yale University Press, 2000, 400 pp.
- **Academic Journals:**
 - International Journal of Human Resource Management*
 - International Journal of Cross-cultural Management*
 - Harvard Business Review*
- Web resource for international business etiquette:
 - <http://www.executiveplanet.com/>
 - <http://www.kwintessential.co.uk>
 - <http://www.communicaid.com>

KEY RESOURCES

In order to ensure your success abroad, CEA CAPA has provided the academic resources listed below.

- **UNH Online Library:** As a CEA CAPA student, you will be given access to the online library of the University of New Haven (UNH). You may access the UNH online library [here](#). You must comply with [UNH Policies](#) regarding library usage.
- **CEA CAPA Classroom – Moodle**

COURSE CALENDAR
Cross-Cultural Management

SESSION	TOPICS	ACTIVITY	READINGS & ASSIGNMENTS
1	Course Introduction: Why cooperate in a multicultural world?	Review Syllabus, Classroom Policies Lecture & discussion	Overview of syllabus, course material & assignments Reading: Dumetz et al., Prologue, pp. 3-18
2	What is culture? How can we compare cultures?	Lecture, discussion & workshop	Reading: Dumetz et al., Chapter 1, pp. 19-52
3	The challenge of culture in expatriation	Lecture, discussion & case studies <i>Field Study #1</i>	Reading: Dumetz et al., Chapter 12, pp. 331-355 Prepare short essay
4	Comparing cultures: cross-cultural studies as of today	Lecture, discussion & analysis of critical incidents Short Essay Due	Reading: Dumetz et al., Chapter 2, pp. 53-80
5	Fundamentals of Cross-Cultural Communication	Lecture, discussion & workshop	Reading: Dumetz et al., Chapter 3, pp. 81-116 Prepare for short test 1
6	Cultural dimensions related to the environment	Lecture & discussion Short test 1	Reading: Dumetz et al., Chapter 6, pp. 169-199
7	<i>Field Study</i>	<i>Field Study #2</i>	Field Study location and time TBD

8	Cultural dimensions related to people 1	Lecture & discussion	Reading: Dumetz et al., Chapter 4, pp. 117-128
9	Cultural dimensions related to people 2	Lecture, discussion & workshop	Reading: Dumetz et al., Chapter 4, pp. 129-147 Prepare for short test 2
10	Cultural dimensions related to time	Lecture, discussion & workshop Short test 2	Reading: Dumetz et al., Chapter 5, pp. 147-169
11	European cultural clusters	Lecture & discussion	Reading: Dumetz et al., Chapter 9, pp. 255-273
12	Organizations: structure and culture	Lecture, discussion & in-class assignment <i>Guest Speaker</i>	Reading: Trompenaars & Hampden-Turner, Chapter 13, pp. 215-245
13	Going beyond diversity	Lecture, discussion & case studies	Reading: Material distributed in class Prepare final Case study
14	Putting it into practice	Case Studies discussion Case studies consultation	To be provided by lecturer Prepare for final exam
15	Final case studies presentation FINAL EXAM		

SECTION III: CEA CAPA Academic Policies

To see all CEA CAPA academic policies outlined, please follow the following links. Students are expected to review and understand all CEA CAPA student policies, including the academic policies outlined online. CEA CAPA reserves the right to change, update, revise, or amend existing policies and/or procedures at any time.

Class & Instructor Policies can be found [here](#)

General Academic Policies can be found [here](#)