



## Course Descriptor MNGT570 - CROSS-CULTURAL MANAGEMENT

<b>Proposed Academic Year</b>	2021-2022	<b>Last Reviewed Academic Year</b>	2020-2021
<b>Course Code</b>	MNGT570	<b>Course Title</b>	Cross-Cultural Management
<b>Credit hours</b>	3	<b>Level of study</b>	Postgraduate
<b>College / Centre</b>	College of Business Administration	<b>Department</b>	MNGT-MBA
<b>Co-requisites</b>	None	<b>Pre-requisites</b>	None

### 1. COURSE OUTLINE

This course is designed to convey the major principles relating to management across cultural and national boundaries. It focuses on interpersonal approaches between people of different cultures in work settings as opposed to a country specific approach. That is, the approach is used to understand the effect of culture in a way that can then be applied to a wide variety of cross-cultural interactions in a number of organisational contexts. Participants will interact; examine concepts, cases to increase awareness, and understanding concerning the influence of culture on management and management practices.

### 2. AIMS

This module aims to develop the awareness, skills and knowledge required by managers seeking to work abroad as international executives. I will provide a key grounding in the nature of management in the global context by increasing awareness and understanding of:

- the soft skills in international management;
- management practice in international context;
- structure and learning networks,
- transfer of HRM practices in MNCs,
- knowledge transfer and corporate social responsibility,
- emerging challenges of international management.

### 3. LEARNING OUTCOMES, TEACHING, LEARNING and ASSESSMENT METHODS

<b>Learning Outcomes (Definitive)</b>	<b>Teaching and Learning methods (Indicative)</b>	<b>Assessment (Indicative)</b>
Upon successful completion of this course, students will be able to:		
1. Critically understand and appreciate the importance of cross-cultural management, and the major theoretical and empirical studies which examine the impact of different national cultures on work and employment.	Lectures and seminars, Group work, Presentations	Class Presentation, Written Examination, Case Study, Assignments
2. Investigate and critically assess a wide range of international management practices and how organizational and national culture impacts upon	Lectures and seminars, Group work, Presentations	Class Presentation, Written Examination, Case Study, Assignments



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them: work, motivation, performance appraisal, leadership, cross-cultural communication and decision-making, negotiation and trust, conflict and dispute resolution and corporate social responsibility.		
3. Critically analyze the comparative management and employment models and their implications for management and employment in different national contexts and the international context in which MNCs operate	Lectures and seminars, Group work, Presentations	Class Presentation, Written Examination, Case Study, Assignments
4. Apply their understanding of cultural and institutional differences to critically evaluate the challenges and opportunities of doing business in different countries	Lectures and seminars, Group work, Presentations	Class Presentation, Written Examination, Case Study, Assignments
5. Critically understand the cultural difference in interactions with different nationalities	Lectures and seminars, Group work, Presentations	Class Presentation, Written Examination, Case Study, Assignments

**4. ASSESSMENT WEIGHTING**

Assessment	Percentage of final mark (%)
Midterm Examination	20
Case/Assignment	45
Final Exam	35
<b>TOTAL</b>	<b>100%</b>

**5. ACHIEVING A PASS**

Students will achieve **03** credit hours for this course by passing **ALL** of the course assessments and achieving a **minimum overall score of 50%**

**6. COURSE CONTENT (Indicative)**

WEEK	LECTURE TOPIC	TIME (HOURS)
1	Determinants of culture	3
2	Dimensions of culture in business	3



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3	Business cultures in the Western world-I	3
4	Business cultures in the Western world-II	3
5	Business cultures in Asia, Africa and the Middle East <b>Mid Term Exam</b>	3
6	Cultural dimensions and dilemmas	3
7	Cultures and styles of management-I	3
8	Cultures and styles of management-II	3
9	Culture and corporate structures	3
10	Culture and leadership <b>Case/Assignment</b>	3
11	Culture and corporate strategy	3
12	Cultural change in organizations-I	3
13	Cultural change in organizations-II	3
14	Cultural diversity and international marketing management	3
15	Revision	3
16	<b>Final Exam</b>	
	<b>TOTAL HOURS</b>	<b>45</b>
1 - 16	Plus <b>RECOMMENDED INDEPENDENT STUDY HOURS</b>	<b>45</b>
	<b>TOTAL COURSE HOURS</b>	<b>90</b>

**7. RECOMMENDED READING**

**Core text/s:**

Browaeys, Marie-Joelle and Price, Roger (2015). Understanding Cross-Cultural Management. Pearson.

**Secondary/Additional Tests:**

Thomas, D. C., & Peterson, M. F. (2014). Cross-cultural management: Essential concepts. Sage Publications.

Chhokar, J. S., Brodbeck, F. C., & House, R. J. (Eds.). (2013). Culture and leadership across the world: The GLOBE book of in-depth studies of 25 societies. Routledge.

Ang, S., & Van Dyne, L. (2015). Handbook of cultural intelligence. Routledge.

**Library + online resources:**



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ASU library  
ASU online resources (ProQuest and ebrary)  
Sultan Qaboos University Library (by agreement)