2 US Credits

COURSE SPECIFICATION
DOCUMENT

Academic School / Department:

Richmond Business School

Programme:

MSc International Business Management

7

FHEQ **Level:**

Managing Across Cultures

Course Title:

MGT 7202

Course Code:

100

Total Hours:
Timetabled Hours:
Guided Learning Hours:
Independent Learning Hours:

26

4

70

10 UK CATS credits
5 ECTS credits

Credits:

Course Description:
This module explores management related issues in within of context global businesses. It considers the challenges and opportunities for organisations with diverse locations, customers and employees. This module develops knowledge of research and practice within the field of cross-cultural and international management within globalised industries.

The module focuses on management practices and communication skills necessary in diverse organisations. It encourages a reflexive approach towards the development of the skills and experience required to be successful in cross-cultural encounters at local, organisational and global levels.

Prerequisites: N/A

Aims and Objectives:
To encourage the development of managerial cultural intelligence within the context of contemporary global business.
Objectives:
- To critically evaluate and apply theories of culture and cross-cultural management
- To develop a reflective approach to individual cultural intelligence and cross-cultural experience
- To develop strategies to promote diversity and global citizenship in the workplace.

Programme Outcomes:
A1; A2; A4; A5
B1; B2; B3; B4; B5
C1; C2; C3; C4
D1; D2; D3; D4; D5

A detailed list of the programme outcomes are found in the Programme Specification.

This is located at the archive maintained by the Registry and found at: https://www.richmond.ac.uk/programme-and-course-specifications/

Learning Outcomes:
By the end of this course, successful students should be able to:
- Analyse the complexities of cross cultural encounters for multinational and global businesses.
- Critically evaluate the concepts and theories of culture relevant to management practices.
- Critically evaluate the skills and experience needed for a successful career in a globalised workplace

Indicative Content:
- Management in global contexts
- Culture and Management Practices
- Cultural Intelligence
- Management and Cross-Cultural Experience
- International HRM
- Cross-Cultural Communication

Assessment:
This course conforms to the University Assessment Norms approved at Academic Board and located at: https://www.richmond.ac.uk/university-policies/

Teaching Methodology:
The topics and concepts that are the focus of the module will be explored through problem based learning directing students to explore the practical implications and limitations of the academic theory within the work environment. The teaching of the topic areas will be strongly underpinned with practical examples. In particular, an opportunity to draw upon case study material will be sought on a regular basis. Every opportunity to promote class discussion and to facilitate informed debate will be utilised taking into account student's cultural background. This will ensure that varying perspectives on subject material are reinforced and examples of both good and bad practice can be discussed. The assessment approach used will enable students to participate in cultural awareness activities. These will be supplemented with examples and the student's own research.

Indicative Text(s):
- Lee, Y. T., & Gyamfi, N. Y. A. 2021. The Sage handbook of contemporary crosscultural management. *Journal of International Business Studies*, 1-4.
- Luthans, F. and Doh, J., 2020. *International Management: Culture, Strategy, and Behavior*. 11th ed. New York: McGraw Hill US
- Szkudlarek, B., Romani, L., Caprar, D. and Osland, J., 2020. *Sage handbook of contemporary cross-cultural management.* London: SAGE Publications.

Journals
- Journal of Cross-Cultural Management
- International Journal of Cross Cultural Management
- Cross Cultural Management HBR
- Journal of International Management

Web Sites
- Cultural Intelligence HRB https://hbr.org/2004/10/cultural-intelligence
- Cultural Intelligence Centre https://culturalq.com/about-cultural-intelligence/
- Hofstede Insights https://www.hofstede-insights.com/product/compare-countries/

See syllabus for complete reading list

Change Log for this CSD:

Nature of Change	Date Approved & Approval Body (School or AB)	Change Actioned by Registry Services
Revision – annual update	May 2023	
Total Hours updated	April 2024	