

Module Specification

Module Summary Information

1	Module Title	Cross-Cultural Management
2	Module Credits	20
3	Module Level	5
4	Module Code	MAN5052

5	Module Overview
<p>Management is no longer seen as emerging from, or directed to a single culture. While much management theorising has for the last century or more emerged from 'the west', increasingly theorists and practitioners recognise that what management is, is highly conditioned by the culture within which it is carried out. Equally, management theory is itself recognised as being culturally conditioned. This gives rise to the interesting issue of how to manage in an increasingly globalising world.</p> <p>This module takes as its starting point the assumption that management of organisations, large and small, is now usually done across national boundaries, this is due to competitive forces as well as technological and political changes. These dynamic shifts have led to the need for managers to have more than a passing appreciation of the cultures that various stakeholders come from. The stakeholders include customers, employees and suppliers as well as governments and competitors and it is the relationship between these and the manager which this module seeks to explore.</p> <p>This module examines the task of management in today's international and global business environment. It critically examines the key tasks of management and the theories that underpin them, considering the appropriateness of theory, models and concepts to differing cultural environments, developing an approach which places theory in the cultural context within which it operates.</p>	

6	Indicative Content
<ul style="list-style-type: none"> • Overview of the role of the global manager • What is culture? Why do we develop cultures? How do we develop and transmit culture? • Determinants and dimensions of Culture - Traditional and contemporary models of culture • Cross cultural interaction • Culture and working in International teams • Culture and decision making • Business communication and negotiation across cultures • Culture and Marketing • Cultural Diversity in Organisations - Contrasting National and Organisational culture • Assignments and employment across cultures • Culture and corporate structures and strategy • The future of cross cultural management 	

7	Module Learning Outcomes	
	On successful completion of the module, students will be able to:	
	1	Critically evaluate theories of cultural difference with regard to their impact on international management practices.
	2	Critically evaluate the applicability of management theory to specific cultural contexts.
	3	Critically evaluate and select appropriate management styles for specific cultural contexts.

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1, 2, 3	X		

9	Breakdown Learning and Teaching Activities	
Learning Activities		Hours
Scheduled Learning (SL) includes lectures, practical classes and workshops, peer group learning, Graduate+, as specified in timetable		48
Directed Learning (DL) includes placements, work-based learning, external visits, on-line activity, Graduate+, peer learning, as directed on VLE		48
Private Study (PS) includes preparation for exams		104
Total Study Hours:		200