



# CROSS-CULTURAL MANAGEMENT

**APA Program:** Dakar

**Language of instruction:** French

**US semester credits:** 4.0

**Term:** Summer (6 weeks)

**Instructor:** Dr. Abdoukhadre Diao | Institut Supérieur de Management (ISM)

## Course Description

This course prepares learners as future managers and leaders in developing human behavior in the context of international assignment through an effective Understanding of Cultural Differences in workplace environment settings. It will focus on the variety of issues and opportunities that arise when we take action (i.e., leading, managing, being a member, following) outside our own culture.

Cross-cultural management as a key aspect for successful international career in multinational organizations will intend to provide learners with an understanding of cross-cultural management and methodological issues as well as give them an opportunity to develop social and behavioral skills for considering diversities and intercultural communication. These socio-cultural aspects are necessary for facing human interactions, adapting and adjusting in globalized business organization.

A mixture of lectures, group discussions (tutorials), and case studies will be used to achieve the objectives of this subject. Topics will be taught in the classroom environment; students have to learn these topics by themselves in the process of writing problem-based assignments. Directed study is also used to develop the self-learning ability of students.

**Teaching method:** Highly interactive; and it should be interesting and enjoyable. Participants take an active role by engaging in discussions, working in small groups, and other activities. Discussions are based on reading assignments.

## Course Objectives

Upon completion of this course, learners will be able to:

- ① increase understanding and insights to culture and cultural frameworks which could improve cross-cultural competencies for situations such as working in international teams and projects
- ② experiment with different ways of acting in cross-cultural situations
- ③ develop skills in the areas of cultural sensitivity and ability to create more sophisticated conceptions of cross-cultural encounters
- ④ construct coherent, individual perspectives of the substance and increase cultural awareness
- ⑤ reflect on the cultural foundations of economic systems and of organizational practices
- ⑥ understand how to communicate in and across cultural work environment settings (dealing with diversity in one's own immediate work environment, home or abroad).

## Course Outline

Introduction to the course and the participants

- I. Concepts of cross-cultural management
- II. Challenges of cross-cultural management
- III. Understanding of cross-cultural management
- IV. Importance of cross-cultural management
- V. Cross-cultural competencies in management

## Schedule

### Week 1

**Class 1** - Introduction to the Course and the Participants & Concepts of Cross-Cultural Management

*Assigned reading - Reading documents provided by Dr. Diao*

**Optional:** Roadmap to cross-cultural management (books and Articles)

Understanding Cross-Cultural Management, Pearson Education, by Marie-Joëlle Browaeys and Roger Price, 2011;

Cross-Cultural Management: Essential Concepts, Sage, by David Thomas, 2008;

**Class 2** - Challenges of Cross-Cultural Management

*Assigned reading*

Cross-Cultural Management: Essential Concepts, Sage, by David Thomas, 2008;

### Week 2

**Class 3** - Understanding of Cross-Cultural Management: Cultural Dimensions, Research

*Assigned reading*

Understanding Cross-Cultural Management, Pearson Education, by Marie-Joëlle Browaeys and Roger Price, 2011;

**Class 4** - Class Presentation Group 1

### Week 3

**Class 5** - Importance of Cross-cultural Management

*Assigned readings*

Understanding Cross-Cultural Management, Pearson Education, by Marie-Joëlle Browaeys and Roger Price, 2011;

Cross-Cultural Management: Essential Concepts, Sage, by David Thomas, 2008;

**Class 6** - Case Studies

## **Week 4**

**Class 7** - Class Presentation Group 2 & Case Studies

**Class 8** - Cross-cultural Competencies in Management

### *Assigned readings*

Cross-Cultural Management: Essential Concepts, Sage, by David Thomas, 2008;

## **Week 5**

**Class 9** - Class Presentation Group 3

**Class 10** - Class Presentation Group 4 & Case Studies

### *Assigned readings*

Understanding Cross-Cultural Management, Pearson Education, by Marie-Joëlle Browaeys and Roger Price, 2011;

Cross-Cultural Management: Essential Concepts, Sage, by David Thomas, 2008;

## **Week 6**

**Class 11** - Final exam

### **Assessment**

- Assignments (30%)
- Tests (20%)
- Examination (50%)

### **Description of Assignments and Expectations**

**Cross-cultural Management Research and Class Presentation:** The assignments, reflective journals, essays, and case studies facilitate the application of concepts and skills learned in adapting and adjusting in multicultural workplaces while emphasizing the diversity factors which serve as the basis for effective social integration of foreign workers in international context.

As we explore communication, competencies, and interpersonal issues, we will find that a multidisciplinary and multidimensional approach is often required. Collaboration then becomes a key skill necessary to effectively address complex issues. Therefore, students will have the opportunity to work with other class members on a research and presentation project that focuses on a significant issue pertinent to course content, and of substantive interest to them. The instructor will distribute class participants into teams.

Each team will select a topic from a list provided by the instructor. Group presentations will be scheduled. Each group will submit an electronic copy of the presentation, including an annotated bibliography consisting of at least five (5) sources other than the required textbook. Each presentation should be limited to 25 minutes followed by a 5-minute Q&A section.

This course requirement will take a great deal of effort and time to complete. Class time will be provided to work on this assignment. However, **outside-class group meetings are necessary to complete the assignment.** I expect the final product to reflect maximum time of effort per person in the group. This assignment is worth a maximum of **150 points**. All collaborators in a group will receive the *same exact number of points* out of **110 possible** ones determined by the instructor using the following criteria:

	<b>Possible Points</b>
a. Content/research conducted/sources used	40
b. Connections to theory/concepts learned	20
c. Organization and ability to communicate main ideas and key points clearly	10
d. Presentation delivery	10
e. Ability to respond to questions	10
f. Team management	10
g. Time management (penalty for 5 minutes under/over)	5
h. Electronic copy of presentation (including bibliography)	5
	<hr style="width: 100%; border: 0.5px solid black;"/> 110

**Class Participation and Expectations:** This course requires attendance and active participation in class. Much of the course material will be absorbed through class discussions, group work, guest speakers, and other learning activities. Therefore, attendance is mandatory and they are expected to complete all assigned readings before class and be an active participant in class. The course will be useful for students' future academic and career success. Their participation grade is based upon two components: the quality of the participation in class, and completion of assignments. They will not be allowed to make-up any of these points.

**Exams:** Examination/tests allow students to demonstrate the extent of their understanding of concepts, as well as their abilities to analyze and solve problems related to the subject. The exams will be given throughout the term. There will be no make-ups for any of the tests or exam. The exam is scheduled and administrated by the School administration, usually on the final week of the term.

**Written Assignments:** Good writing skills are essential in today's competitive job market. To project a professional image, make sure all your written assignments are presented in well-developed sentences and paragraphs. All writing assignments should be typewritten, double-spaced; grammatically correct; and free of mechanical, spelling and punctuation errors. Before submitting any written assignment, edit your paper thoroughly and carefully. Store the written assignments on a USB flash drive so you can provide a back-up copy if an assignment is misplaced.

### **Grading Scale**

Each student has an equal opportunity to get an A in the class. Students will not compete against each other for grades and grades are not negotiated, they are earned by each student individually.

## **Bibliography**

- Understanding Cross-Cultural Management, Pearson Education, by Marie-Joëlle Browaeys and Roger Price, 2011.
- Cross-Cultural Management: Essential Concepts, Sage, by David Thomas, 2008;
- International dimensions of organizational behavior. Cengage Learning, by Nancy J. Adler, and Allison Gundersen, 2007;
- Earlier version or some other Cross-cultural management text book are acceptable as well;
- Dr. Diao can provide if required others copies of additional readings form selected articles in Cross-cultural Management and the web site of International Management.