

MULTICULTURAL ORGANIZATIONAL THEORY AND PRACTICE
IFSA-Butler Reimagining Europe Semester Program in Prague

Suggested US semester credit hours: 4

Contact hours: 60

Course level: 300

IFSA-Butler course code: IB380-31

Course length: Semester

Delivery method: Face to face

Language of Instruction: English

COURSE DESCRIPTION

This course establishes and develops student awareness and understanding of the underpinning concepts, principles, models, theories, processes, competencies and practices of management and international management as relevant study paradigms and variables. The course then uses these underpinning paradigms and variables to establish and develop student awareness and understanding of comparative and cross-cultural management, international management style, leadership and decision-making issues across European, South East Asian, American, and other international contexts.

STUDENT LEARNING OBJECTIVES

- Analyze the key factors that influence cross cultural management strategies.
- Determine the strategic complexities associated with human resource management in multinational organizations.
- Evaluate how operating in a global market influences an organization's structure, culture and functions.
- Evaluate the influence of globalization on organizational decision--making and strategy from a cross-cultural perspective.

SKILLS DEVELOPED/STUDENT LEARNING OUTCOMES

Students need both relevant qualifications and employability skills to enhance their career prospects and contribute to their personal development. These courses embed throughout the program the development of key skills, attributes and strengths required by 21st century employers.

Where employability skills are referred to, this generally refers to skills in three main categories:

- Cognitive and problem--solving skills: critical thinking, approaching non-- routine problems by applying expert and creative solutions, use of systems and digital technology, generating and communicating ideas creatively.

- Intra--personal skills: self--management, adaptability and resilience, self-- monitoring and self--development, self--analysis and reflection, planning and prioritising.
- Interpersonal skills: effective communication and articulation of information, working collaboratively, negotiating and influencing, self--presentation.

The assignments ensure that a range of real or simulated assessment activities, for example, group work where appropriate, to encourage development of collaborative and interpersonal skills or a solution focused case study to provide the opportunity to develop cognitive skills. There are specific requirements for the assessment of these skills, as relevant, within the assessment grids for each course.

All assignments are moderated as per the internal verification process to ensure that the relevant skills are integrated into the delivery of the assessment tasks. Students can also benefit from opportunities for deeper learning, where they are able to make connections between courses and select areas of interest for detailed further study.

In this way these courses provide a vocational context in which students can develop the knowledge and academic study skills required for progression to further university degree courses, including:

- Active research skills
- Effective writing skills
- Creative problem--solving
- Analytical skills
- Critical thinking
- Decision--making
- Team building

COURSE SCHEDULE

Possible Modes of Delivery		Content Delivery
Fall (12 weeks)	Spring (15 weeks)	
1 - 3	1 - 3	<p>Analyze the key factors that influence cross cultural management strategies</p> <p>Analyze the concept and theory of cross cultural management and explore the factors that influence cross cultural management theories within organizations.</p>

4 - 6	4 - 6	<p>Determine the strategic complexities associated with human resource management in multinational organizations.</p> <p>Explore the complexities that arise in multicultural organizations relating to HR and what strategies MNE's develop to attend to these complexities.</p> <p>Written Report</p>
7 - 9	7 - 9	<p>Evaluate how operating in a global market influences an organization's structure, culture and functions</p> <p>Using a case study approach, explore how changing factors in global markets influence organizational culture and functional roles within organizations.</p>
10 - 12	10 - 15	<p>Evaluate the influence of globalization on organizational decision--making and strategy from a cross-cultural perspective</p> <p>The principles of cross-cultural leadership change due to the process of internationalization. This section will explore the relationship between cross-cultural leadership and elements of ethical leadership.</p> <p>Individual Presentation</p>

ASSESSMENT

Each course will be assessed according to the different assignments designed by the tutor delivering the course. There is no weighting attached to the relevant assignments; however, the overall assessment is cumulative reflecting the developing nature of the whole program.

Assignment Number	Type of Assignment	Description and Areas Assessed
1	Written Report	Material covered during weeks 1 to 6
2	Individual presentation	Material covered during weeks 7 to 12 or 15 based on selected organization

Timely Submissions

Assignments submitted after the deadline will be accepted at the discretion of the course instructor and

generally only in the event of a documented illness or emergency.

READING LIST

Schneider, S. & Barsoux, J-L. (2003). *Managing Across Cultures*, 2nd Ed, FT Prentice-Hall.

Luthans, F. & Doh, J.P. (2009). *International Management: culture, strategy and behaviour (7th ed)*. London: McGraw-Hill.

Adler, N. J & Gundersen, A. (2008). *International Dimensions of Organisational Behaviour (5th ed)*. Ohio: Thomson/South Western.

French, R. (2007). *Cross-Cultural Management in Work Organisations*, London: CIPD.

Hall, E. T. (1989). *Beyond Culture*. New York: Anchor.

Hampden-Turner, C. M. (2000). *Building Cross-Cultural Competence*. London: Yale University Press.

Hofstede, G. (2003). *Culture's Consequences: Comparing values, behaviours, institutions and organisations across nature*. McGraw Hill: London.

Holden, N. (2002). *Cross Cultural Management: A Knowledge Management Perspective*. Harlow: Prentice Hall.

Trompenaar's, F. & Hampden-Turner, C. (2012). *Riding the Waves of Culture: Understanding Diversity in Global Business*. (3rd ed). London: Nicholas Breale.

ACADEMIC INTEGRITY

Any academic endeavor must be based upon a foundation of honesty and integrity. Students are expected to abide by principles of academic integrity and must be willing to bear individual responsibility for their work while studying abroad. Any academic work (written or otherwise) submitted to fulfill an academic requirement must represent a student's original work. Any act of academic misconduct, such as cheating, fabrication, forgery, plagiarism, or facilitating academic dishonesty, will subject a student to disciplinary action.

IFSA-Butler takes academic integrity very seriously. Students must not accept outside assistance without permission from the instructor. Additionally, students must document all sources according to the instructions of the professor. Should your instructor suspect you of plagiarism, cheating, or other forms of academic dishonesty, you may receive a failing grade for the course and disciplinary action may result. The incident will be reported to the IFSA-Butler resident director as well as your home institution.