

# BUSI 3763 COIN3: Cross-Cultural Management

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## Course Overview

### Course Description

#### Welcome to Busi 3763 - Cross Cultural Management

##### Course Intro



We are offering this 3 credit hour course online through Open Acadia.

Please use [conor.vibert@acadiau.ca](mailto:conor.vibert@acadiau.ca) to communicate with your course instructor, Dr. Conor Vibert.

This course on Cross Cultural Management focuses on helping learners to improve their understanding of how to manage across different national cultures. The knowledge base for this challenge is broad. This course does not offer students a broad overview of all approaches or theories associated with cross cultural management. However, it does offer a selection of readings, insights, and online information sources useful for understanding some of the important concerns facing senior managers.

As its core, this course is about understanding different cultural mindsets or "basic ways of thinking, feeling, and acting that occur simply because of the fact that people are members of a particular society." (Gannon, 1994: 5). Is culture something to be manipulated or is it simply something that an organization or nationality has? Is it something that is shared or is it simply a state of mind that exists only in the eyes of the beholder? In the world of management, few concepts are as pervasive, yet as poorly understood as that of organizational culture. Is it an important topic? Consider the following. In a foreword to a recent book on the topic, Andrew Pettigrew's summary of its contents subtly suggests why students might want to learn more about this important subject matter. According to Pettigrew, the benefits of learning about culture include knowing:

"how to understand and explain patterns and divergences in attitudes, perceptions, and values; how to make sense of language and symbols; how to balance continuity and change; and how to intervene in organizations to deliver cultural change, improve climates for service and innovation, influence career development and manage mergers and acquisitions" (Pettigrew 2000, xi).

Culture, be it organizational or societal, is part of our lives. It is not something that we can simply escape from. However, are there other reasons why students should take note? Well, yes. To begin, managers talk about it so we should understand it. In another sense, "senior organizational managers are always, in one way or another, 'managing culture' - underscoring what is important and what is

less so and framing how the corporate world should be understood." (Alvesson 2002, 1). As a result it may be beneficial for students to develop a "capacity to think in terms of organizational culture" ..as it... "facilitates acting wisely" (Alvesson 2002, 2). But what is meant by acting wisely? Acting wisely may be thought of in terms of what leaders do.

This course focuses on helping students improve their analytical and management skills. It exposes learners to well known academic frameworks and specific online information sources in order to clarify or make sense of different national cultures, rituals and practices. Specifically the course introduces the ideas of scholars including Geert Hofstede, Fons Trompenaars, Samuel Huntington, Erin Meyer, the Project Globe Initiative and the World Values Survey. It also explores the role of Virtual Teams, Codes of Conduct, and Talent Management practices for effectively navigating the challenges associated with managing across different national cultures.

It is the integration of online information sources with traditional academic approaches that differentiates this elective course from most others.

## Course Objectives

With this in mind, what are the hoped for learning outcomes associated with this course?

- Highlight some of the important elements and frameworks that differentiate selected national cultures from a management perspective.
- Identify some leading sources of intellectual thought regarding international cultures, specifically as they apply to management situations.
- Identify different online information sources and explain how they might be useful for managing stakeholders of different international origins.
- Improved personal effectiveness at managing individuals of different national backgrounds.

## Evaluation

<b>Individual Assignments (10)</b>	<b>80%</b>
Timed Essay (1)	20%

## Assignment Schedule

<b>Week</b>	<b>Activity</b>	<b>Mark</b>
1	Course Introduction	8
2	Geert Hofstede	8
3	Fonz Trompenaars	8
4	Project Globe	8
5	World Values Survey	8
6	Erin Meyer	8
7	Samuel Huntington	8
8	Talent Management	8
9	Virtual Teams	8
10	Codes of Conduct	8
<b>Schedule to write</b>	Timed Essay	20

## Reading Information

No additional materials or textbook is required.

Links to online information are provided in each weekly module.

To access Library Articles and Journals from off-campus use [VPN](#).

## How to Proceed Through the Course

The course structure is based on the use of selected readings, videos, and online information sources.

There are 10 Assignments and 1 Timed Essay. Each assignment corresponds to a Module. **You must complete the Assignments before writing the Timed Essay.**

**Upon completion of essays and assignments, you receive feedback within six weekdays.**

The first module Introduces the idea of culture. There are 4 modules that focus on describing different national cultures. There are 5 modules that explore how to go about Managing individuals of different national cultures.

Assignment 1 provides the opportunity to assess your knowledge of the context of international culture applied to organizations. Your knowledge of selected theories or perspectives of cross-cultural management will be assessed in Assignments 2, 3, 4, 5, 6, 7 and the Timed Essay. Your understanding of Talent Management, Virtual Teams and Codes of Conduct will be assessed in Assignments 8, 9 & 10 respectively.

Links to readings, videos and useful online information are found in each course module further on in this course outline.

The assignments are delivered to the instructor via assignment drop-boxes. Please remember to put your name, student number, course number, and assignment number on the assignment and keep a copy in the event the original is lost.

The files must be readable by Excel 2003 or Word 2003.

Before commencing the course work, please be sure to review the Busi 3763 Course Description video and the Busi 3763 Course Content video found below.

Enjoy the course.

## Student Handbook

You are responsible for becoming familiar with the contents of the Student Handbook. It contains important information about scheduling examinations (if applicable), applying for extensions, withdrawing from your course, ordering books, and computer and library services available to you. If you have questions about the policies outlined in the handbook (<https://courseware.acadiau.ca/openacadia/studenthandbook.html>), contact:

Open Acadia  
21 University Avenue (Rhodes Hall)  
Wolfville, NS B4P 2R6  
Phone: 1-800-565-6568  
Fax: 1-902-585-1068  
Email: [openacadia@acadiau.ca](mailto:openacadia@acadiau.ca)

## Academic Integrity

Academic integrity demands responsible use of the work of other scholars. It is compromised by academic dishonesty such as cheating and plagiarism. A student who is uncertain whether or not a course of action might constitute cheating or plagiarism should seek in advance the advice of the instructor involved.

- Cheating is copying or the use of unauthorized aids or the intentional falsification or invention of information in any academic exercise
- Plagiarism is the act of presenting the ideas or words of another as one's own. Students are required to acknowledge and document the sources of ideas that they use in their written work.
- Self-plagiarism is also a form of plagiarism. It is the presentation of the same work in more than one course without the permission of the instructors involved.
- A student who knowingly helps another to commit an act of academic dishonesty is equally guilty.

- Penalties are levied in relation to the degree of the relevant infraction. They range from requiring the student to re-do the piece of work, through failure on that piece of work, to failure in the course, and to dismissal from the university.

Last modified: Friday, 21 May 2021, 5:28 PM

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