

# Course Competency

## MAN 2604 Managing in a Multi-Cultural Environment

### Course Description

This course will introduce opportunities and problems encountered by managers operating in a diverse environment either within or outside their home country's borders. Discussions will cover the environment of multinational management as well as planning, organizing, staffing, leading and controlling in both domestic and multinational companies. Current events and cultural issues that significantly affect international business will also be examined. (3 hr. lecture)

Course Competency	Learning Outcomes
<p><b>Competency 1:</b>The student will demonstrate knowledge of the trends, challenges and opportunities of international business management by:</p>	<ol style="list-style-type: none"> <li>1. Cultural / Global Perspective</li> <li>2. Communication</li> </ol>
<ol style="list-style-type: none"> <li>a. Describing major trends, challenges and opportunities in international business.</li> <li>b. Describing the existence and affects of new and important emerging markets around the world.</li> <li>c. Explaining the roles of management in dealing with the changing international business environment.</li> <li>d. Explaining basic concepts such as culture.</li> </ol>	
<p><b>Competency 2:</b>The student will demonstrate knowledge of perceptions, interpretations and attitudes accross cultures by:</p>	<ol style="list-style-type: none"> <li>1. Cultural / Global Perspective</li> <li>2. Communication</li> </ol>
<ol style="list-style-type: none"> <li>a. Describing the influence of culture on perceptions, interpretations and attitudes.</li> <li>b. Describing how perceptual effects manifest themselves in interactions as relating to different cultures.</li> <li>c. Classifying and distinguishing cultures along several dimensions.</li> <li>d. Explaining the verbal and nonverbal ways different cultures perceive and react.</li> </ol>	

<p><b>Competency 3:</b>The student will demonstrate knowledge of motivating employees in an international setting by:</p>	<ol style="list-style-type: none"> <li>1. Cultural / Global Perspective</li> <li>2. Information Literacy</li> <li>3. Communication</li> </ol>
<ol style="list-style-type: none"> <li>a. Describing how to cluster countries according to their cultural values.</li> <li>b. Describing how cultural values affect employee motivation.</li> <li>c. Explaining the cross-cultural applicability of various motivation theories.</li> <li>d. Describing how cross-cultural motivation strategies can be developed.</li> </ol>	
<p><b>Competency 4:</b>The student will demonstrate knowledge of leading international employees by:</p>	<ol style="list-style-type: none"> <li>1. Communication</li> <li>2. Information Literacy</li> <li>3. Cultural / Global Perspective</li> </ol>
<ol style="list-style-type: none"> <li>a. Discussing the meaning of leadership and the origins of leaders as relating to culture.</li> <li>b. Identifying how leader characteristics, traits, and attributes vary across cultures.</li> <li>c. Describing how leaders' behavior, power sources, and influencing tactics may need to be altered as relating to international environments.</li> <li>d. Describing the challenges facing international managers in MNCs and how effective international leaders can be developed.</li> </ol>	
<p><b>Competency 5:</b>The student will demonstrate knowledge of communication, conflict and negotiation across cultures by:</p>	<ol style="list-style-type: none"> <li>1. Communication</li> <li>2. Information Literacy</li> </ol>
<ol style="list-style-type: none"> <li>a. Identifying major trends in international business communication.</li> <li>b. Describing the existence of verbal and non-verbal communication within the international setting.</li> <li>c. Describing the intricacies of cross-cultural communication.</li> <li>d. Discussing how different cultures react to conflict.</li> <li>e. Explaining the four stages of negotiation of conflicting ideas.</li> </ol>	

<p>f. Discussing and explaining the basic options for staffing international operations.</p>	
<p><b>Competency 6:</b>The student will be Identifying the major staffing approaches for foreign operations by: .</p>	<ol style="list-style-type: none"> <li>1. Communication</li> <li>2. Cultural / Global Perspective</li> <li>3. Environmental Responsibility</li> </ol>
<ol style="list-style-type: none"> <li>a. Discussing the impact of culture on the selection and development of international employees.</li> <li>b. Discussing how MNCs can manage equal opportunity and diversity issues in their international operations.</li> <li>c. Identifying the major factors associated with the successful selection, preparation, adaptation, and repatriation of expatriates.</li> </ol>	
<p><b>Competency 7:</b>The student will demonstrate knowledge of performance appraisal and compensation across cultures by:</p>	<ol style="list-style-type: none"> <li>1. Cultural / Global Perspective</li> <li>2. Numbers / Data</li> <li>3. Communication</li> </ol>
<ol style="list-style-type: none"> <li>a. Identifying the purpose of performance appraisal across cultures.</li> <li>b. Describing the main problems in assessing and delivering performance appraisals to people of varying cultural backgrounds.</li> <li>c. Describing the main reasons to evaluate performance, including that of differential compensation.</li> <li>d. Explaining the meaning of compensation as it relates to different cultures.</li> <li>e. Discussing the differences among countries in their compensation policies for employees and top management.</li> <li>f. Describing the different models available for compensating expatriates.</li> </ol>	
<p><b>Competency 8:</b>The student will demonstrate knowledge of managing groups across cultures by:</p>	<ol style="list-style-type: none"> <li>1. Communication</li> <li>2. Cultural / Global Perspective</li> </ol>

<ul style="list-style-type: none"> <li>a. Explaining the impact and meaning of groups in a multi-cultural environment.</li> <li>b. Describing the promise and pitfalls of group diversity.</li> <li>c. Discussing the importance of relations between employee groups and management cross-cultures.</li> <li>d. Describing the various forms and effects of unions across a large number of countries.</li> <li>e. Detailing several forms of employee input that can lead to agreements.</li> </ul>	
<p><b>Competency 9:</b>The student will demonstrate knowledge of international human resource strategy by:</p>	<ul style="list-style-type: none"> <li>1. Communication</li> <li>2. Critical thinking</li> </ul>
<ul style="list-style-type: none"> <li>a. Explaining the importance of international resource management strategy as it relates to goal achievement.</li> <li>b. Describing several ways in which human resource managers can aid a company in achieving its strategic objectives.</li> <li>c. Identifying influencing factors for companies that affect human resource management strategy.</li> <li>d. Identifying human resource challenges that arise in international partnerships.</li> </ul>	
<p><b>Competency 10:</b>The student will demonstrate knowledge of creating strategy for the international environmet by:</p>	<ul style="list-style-type: none"> <li>1. Cultural / Global Perspective</li> <li>2. Communication</li> <li>3. Information Literacy</li> </ul>
<ul style="list-style-type: none"> <li>a. Identifying the major competitors in international business.</li> <li>b. Describing basic strategic concepts and the theory of national competitive advantage.</li> <li>c. Describing the major types of international strategies and the firm and industry factors that affect them.</li> <li>d. Describing the five basic steps involved in the process of creating international strategy.</li> <li>e. Identifying the organizational features that companies need to successfully develop</li> </ul>	

<p>and implement their international strategies.</p>	
<p><b>Competency 11:</b>The student will demonstrate knowledge of implementing international strategy by:</p>	<ol style="list-style-type: none"> <li>1. Communication</li> <li>2. Information Literacy</li> <li>3. Cultural / Global Perspective</li> </ol>
<ol style="list-style-type: none"> <li>a. Describing the strengths and weaknesses of various foreign entry options excluding ownership.</li> <li>b. Describing the strengths and weaknesses of foreign market entry options including ownership responsibilities.</li> <li>c. Explaining the challenges associated with managing different types of strategic alliances between companies.</li> <li>d. Identifying and describing the factors that affect the selection of foreign market entry.</li> <li>e. Identifying the major types of organizational structures of international firms with respect to their strengths and weaknesses.</li> </ol>	
<p><b>Competency 12:</b>The student will demonstrate knowledge of management of production, services and technology across borders by:</p>	<ol style="list-style-type: none"> <li>1. Computer / Technology Usage</li> <li>2. Critical thinking</li> <li>3. Numbers / Data</li> <li>4. Cultural / Global Perspective</li> </ol>
<ol style="list-style-type: none"> <li>a. Identifying several of the important variables that affect how an MNC locates its international facilities.</li> <li>b. Describing some of the variables that affect operations, once location is decided.</li> <li>c. Identifying the pros and cons of purchasing supplies versus manufacturing them and knowing some of the available supply systems.</li> <li>d. Understanding that service-based firms face some of the same problems as faced by production firms.</li> <li>e. Describing the complex role that technology plays in international management.</li> </ol>	

<p><b>Competency 13:</b>The student will demonstrate knowledge of laws and politics across countries and cultures by:</p>	<ol style="list-style-type: none"> <li>1. Cultural / Global Perspective</li> <li>2. Information Literacy</li> <li>3. Communication</li> </ol>
<ol style="list-style-type: none"> <li>a. Identifying several major legal systems around the world.</li> <li>b. Identifying important effects that legal systems have on commerce conducted within their jurisdictions.</li> <li>c. Defining political risk and understand its major effect on international business.</li> <li>d. Understanding several ways that risk can be managed or reduced.</li> </ol>	
<p><b>Competency 14:</b>The student will demonstrate knowledge of managing ethical issues in international business by:</p>	<ol style="list-style-type: none"> <li>1. Numbers / Data</li> <li>2. Information Literacy</li> <li>3. Communication</li> </ol>
<ol style="list-style-type: none"> <li>a. Describing universalism and relativism as they relate to ethics in international management.</li> <li>b. Identifying cross-national differences in ethical perspectives.</li> <li>c. Describing how MNCs deal with unethical practices by foreign governments.</li> <li>d. Explaining the Foreign Corrupt Practices Act including its implications.</li> <li>e. Identifying the social costs associated with many nations' transition and how MNC may contribute.</li> </ol>	

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