## Course Description
**MAN2604 Managing in a Multi-Cultural Environment 3.00 credits**
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.

## Course Competencies:
**Competency 1:** The student will demonstrate knowledge of the trends, challenges, and opportunities of international business management by:
1. Describing major trends, challenges and opportunities in international business
2. Demonstrating the existence and effects of new and vital emerging markets worldwide
3. Applying the roles of management in dealing with the changing international business environment
4. Explaining basic concepts such as culture

**Competency 2:** The student will demonstrate knowledge of perceptions, interpretations, and attitudes across cultures by:
1. Describing the influence of culture on perceptions, interpretations, and attitudes
2. Describing how perceptual effects manifest themselves in interactions as relating to different cultures
3. Classifying and distinguishing cultures in several dimensions
4. Explaining the verbal and nonverbal ways different cultures perceive and react

**Competency 3:** The student will demonstrate knowledge of motivating employees in an international setting by:
1. Describing how to cluster countries according to their cultural values
2. Explaining how cultural values affect employee motivation
3. Explaining the cross-cultural applicability of various motivation theories
4. Describing how cross-cultural motivation strategies can be developed

**Competency 4:** The student will demonstrate knowledge of leading international employees by:
1. Discussing the meaning of leadership and the origins of leaders as relating to culture
2. Identifying how leader characteristics, traits, and attributes vary across cultures
3. Describing how leaders' behavior, power sources, and influencing tactics may need to be altered in international environments
4. Describing the challenges facing international managers in MNCs and how influential international leaders can be developed

**Competency 5:** The student will demonstrate knowledge of communication, conflict, and negotiation across cultures by:
1. Identifying significant trends in international business communication
2. Describing the existence of verbal and non- verbal communication within the international setting
3. Describing the intricacies of cross-cultural communication
4. Discussing how different cultures react to conflict
5. Explaining the four stages of negotiation of conflicting ideas
6. Discussing and explaining the basic options for staffing international operations

**Competency 6:** The student will identify the significant staffing approaches for foreign operations by:
1. Discussing the impact of culture on the selection and development of international employees
2. Explaining how MNCs can manage equal opportunity and diversity issues in their international operations
3. Identifying the significant factors associated with the successful selection, preparation, adaptation, and repatriation of expatriates

**Competency 7:** The student will demonstrate knowledge of performance appraisal and compensation across cultures by:
1. Identifying the purpose of performance appraisal across cultures
2. Describing the main problems in assessing and delivering performance appraisals to people of varying cultural backgrounds
3. Demonstrating the main reasons to evaluate performance, including differential compensation
4. Explaining the meaning of compensation as it relates to different cultures
5. Applying the differences among countries in their compensation policies for employees and top management
6. Describing the different models available for compensating expatriates

**Competency 8:** The student will demonstrate knowledge of managing groups across cultures by:
1. Explaining the impact and meaning of groups in a multi-cultural environment
2. Describing the promise and pitfalls of group diversity
3. Discussing the importance of relations between employee groups and management cross-cultures
4. Describing the various forms and effects of unions across many countries
5. Detailing several forms of employee input can lead to agreements

**Competency 9:** The student will demonstrate knowledge of international human resource strategy by:
1. Analyzing the importance of international resource management strategy in goal achievement
2. Describing several ways human resource managers can aid a company in achieving its strategic objectives
3. Identifying influencing factors for companies that affect human resource management strategy
4. Identifying human resource challenges that arise in international partnerships

**Competency 10:** The student will demonstrate knowledge of creating strategy for the international environment by:
1. Identifying the significant competitors in international business
2. Describing basic strategic concepts and the theory of national competitive advantage
3. Explaining the significant types of international strategies and the firm and industry factors that affect them
4. Explaining the five basic steps involved in creating international strategy
5. Analyzing the organizational features companies need to successfully develop and implement their international strategies

**Competency 11:** The student will demonstrate knowledge of implementing international strategy by:
1. Describing the strengths and weaknesses of various foreign entry options excluding ownership
2. Demonstrating the strengths and weaknesses of foreign market entry options, including ownership responsibilities
3. Explaining the challenges associated with managing different types of strategic alliances between companies
4. Analyzing and describing the factors that affect the selection of foreign market entry
5. Identifying international firms' major types of organizational structures concerning their strengths and weaknesses

**Competency 12:** The student will demonstrate knowledge of management of production, services, and technology across borders by:
1. Identifying several important variables affecting how an MNC locates its international facilities
2. Describing some of the variables that affect operations, once the location is decided
3. Describing the pros and cons of purchasing supplies versus manufacturing them and learn about some of the available supply systems
4. Understanding that service-based firms face some of the same problems as production firms
5. Explaining the complex role that technology plays in international management

**Competency 13:** The student will demonstrate knowledge of laws and politics across countries and cultures by:
1. Identifying several major legal systems around the world

2. Identifying legal systems' significant effects on commerce conducted within their jurisdictions
3. Defining political risk and understanding its significant effect on international business
4. Understanding several ways that risk can be managed or reduced

**Competency 14:** The student will demonstrate knowledge of managing ethical issues in international business by:
1. Describing universalism and relativism as they relate to ethics in international management
2. Identifying cross-national differences in ethical perspectives
3. Describing how MNCs deal with unethical practices by foreign governments
4. Explaining the Foreign Corrupt Practices Act and its implications
5. Identifying the social costs of many nations' transitions and how MNC may contribute

**Learning Outcomes:**
- Communicate effectively using listening, speaking, reading, and writing skills
- Use quantitative analytical skills to evaluate and process numerical data
- Solve problems using critical and creative thinking and scientific reasoning
- Formulate strategies to locate, evaluate, and apply information Cultural / Global Prospective
- Demonstrate knowledge of diverse cultures, including global and historical perspectives
- Use computer and emerging technologies effectively