MODULE DESCRIPTOR

TITLE				
	INTERNATIONAL MANAGEMENT COMPETENCIES			
SI MODULE CODE	25-7D03-00S/N			
CREDITS	15			
LEVEL	7			
JACS CODE	N120 - International Business studies			
SUBJECT GROUP	INTERNATIONAL BUSINESS - SBS			
DEPARTMENT	Management			
MODULE LEADER	Diana Sharpe			
NOTIONAL STUDY HOURS BY TYPE	Tutor-led	Tutor-directed	Self-directed	Total Hours
	36	0	114	150

MODULE AIM(S)

Today's business graduates need both a solid understanding of business theory as well as the interpersonal and social skills required for managing and working together with people in organizations. Competent interpersonal skills are considered to be an important, if not the most important, characteristic for managerial effectiveness. For those working in organizations that have an international dimension, such a capability is influenced and made more difficult by the need to be effective in a variety of cultural environments. This module aims to facilitate the development of international management competencies relevant to functioning in the multicultural environment of international business organizations. It will provide practical underpinning for all other modules and significant opportunity for personal development relevant to international management.

MODULE LEARNING OUTCOMES

By engaging successfully with this module a student will be able to

- Identify and utilize self development opportunities through reflective practice in the context of a personalised self development plan, with the aim of enhancing international management competence.
- Appreciate the different management styles appropriate to specific cultural contexts.
- Exercise cultural intelligence.
- Demonstrate critical appreciation of the literature relating to culture and management competence.
- Demonstrate and evidence the application of relevant theoretical concepts and frameworks.

INDICATIVE CONTENT

These are examples of the content of the module

- Continuing professional development and reflective practice.
- The nature of cross cultural management.
- Exploration of the construction and implications for management of cultural identities.
- Theoretical frameworks of cultural analysis.
- The nature and practice of international management competencies including communication, negotiation, decision making, leadership and group functioning.

LEARNING AND TEACHING METHODS

Students will be supported in their learning, to achieve the above outcomes, in the following ways

Given the multicultural nature of the student cohort and their wide range of international work experience, learning activities will focus on utilizing these characteristics. We will seek to maximise the opportunity for learning from interaction which can strengthen critical reflection. A wide range of activity will include class and small group discussion, role play, exchanges of cultural observation and experience, presentations, practical application of theory, individual and group reflective activity.

ASSESSMENT STRATEGY AND METHODS

Assessment and Feedback details

TASK 1: The Journal Article Presentation.

This comprises 50% of assessment and will be assessed in pairs.

Students select a recent journal article that considers ONE aspect of the topic that they have been allocated. Students prepare and deliver a presentation to include the following :-

- A brief summary of the article including it's key concepts.
- Comment on how it relates to IMC.
- A critique to include observations on the strengths and weaknesses of the article.

Task 2 Self Evaluation and Development Plan.

This comprises 50% of the assessment and is individual.

This requires a self-evaluation of attributes, skills and competencies relevant to a future career in international management. Having undertaken this evaluation, a SMART development plan for the next six months is developed identifying appropriate opportunities to support this plan.

Task No.	Task Description	Task Type	Task Weighting %	Word Count / Duration	In-module retrieval available
1	Journal Article Presentation	Coursework	50	2500	No
2	Self Evaluation and Development Plan	Coursework	50	2500	No

ASSESSMENT CRITERIA

Assessment Criteria Assignment 1 Journal Article Presentation

	Below 40%	Pass	Merit	Distinction
Select and summarise an appropriate journal article	An inappropriate journal article Failure to summarise.	An appropriate article Some attempt to summarise.	An appropriate article. A concise, competent summary.	An appropriate article. A well informed, discriminating summary.
Demonstrate awareness of relevance to culture and management competence .	No awareness of relevance.	Some awareness of relevance.	Competent and justified awareness of relevance.	Sophisticated and justified awareness of relevance.
Demonstrate critical thinking.	No demonstration of critical thinking.	Limited critical thinking.	Comprehensive and credible critical thinking.	Sophisticated and justified critical thinking.

Assessment Criteria Assignment 2 Self Evaluation and Development Plan

	Below 40%	Pass	Merit	Distinction

Undertake self - evaluation of attributes, skills and competencies relevant to international management.	No relevant self - evaluation.	Self evaluation in limited areas presented.	Competent objective self-evaluation.	Comprehensive, objective and sophisticated self-evaluation.
Employ relevant theoretical concepts and frameworks.	No relevant theoretical concepts or frameworks.	Employment of a limited number of relevant concepts and frameworks.	Rigorous employment of a wide range of relevant concepts and frameworks.	Critical employment of relevant concepts and theoretical frameworks including some from beyond the taught module.
Employ evidence to support analysis	There is no or weak supporting evidence.	Examples are provided.	Examples used are relevant, recent, and drawn from different contexts. Evidence is provided.	Examples used are relevant recent, and drawn from different contexts. Justified evidence is obtained for all

FEEDBACK

Students will receive feedback on their performance in the following ways

Both formative and summative feedback will be provided to students.

The journal article presentation will receive informal verbal feedback at the end of the class and written feedback using an assessment grid one week after the presentation.

The learning Log is a formative assignment that will receive individual written feedback using an assessment grid and in class general feedback within two weeks of submission.

The Self evaluation and Development plan will receive individual written feedback using an assessment grid three weeks after submission.

LEARNING RESOURCES (INCLUDING READING LISTS)

- Student's own experience and observations
- Relevant books and Journals.
- Journal of European Industrial training.
- Journal of Management Development
- Harvard Business Review
- American Journal of Psychology
- Journal of Management Education

Key texts and readings

Browaeys M. and Price R., 2008, 'Understanding Cross- cultural Management', Prentice Hall

Deresky H., 2006, international management Managing across Borders and Cultures.

Pearson

Hofstede,G. ,2005, Cultures and organizations;Software of the mind., 2nd edition, London:McGraw-Hill.

Bartlett C.and Goshal S., 1997, 'The Myth of the Generic Manager',California Management Review, Berkley.

Drew S. and Bingham R., 2000, 'Student Skill Pack'(a range of titles), S.H.U. Also available via SHU student intranet as Keyskillsonline.

Early and Mosakowski, 2004, 'Cultural Intelligence', Harvard Business Review, October.

Goleman,D., 2000, 'Leadership that gets results'', Harvard Business Review, March/April.

Holden,NJ 2002, 'Cross-Cultural Management', Financial Times.

Jackson T.,1995, 'Cross-Cultural Management', Butterworth Heinemann.

Koen, C., 2005 'Comparative International Management',Pearson Prentice Hall.

Lane,Di Stefano and Maznevski,2001, 'International Management Behaviour' Blackwell

Mead,R., 1998, International Management', Blackwell.

Schneider S. and Barsoux J.,2003, 'Managing across Cultures', Prentice Hall

SECTION 2 'MODEL A' MODULE (INFORMATION FOR STAFF ONLY)

MODULE DELIVERY AND ASSESSMENT MANAGEMENT INFORMATION

MODULE STATUS - INDICATE IF ANY CHANGES BEING MADE

NEW MODULE	No
EXISTING MODULE - NO CHANGE	Yes
Title Change	No
Level Change	No
Credit Change	No
Assessment Pattern Change	No
Change to Delivery Pattern	No
Date the changes (or new module) will be implemented	n/a

MODULE DELIVERY PATTERN

Module Begins	Module Ends
18/11/2013	20/11/2013
28/01/2013	10/05/2013

Is timetabled contact time required for this module?	No

Are any staff teaching on this module non-SHU employees?	No

MODULE ASSESSMENT INFORMATION

Does the Module Require Either	
Overall Percentage Mark of 40%	Yes
Overall Pass / Fail Grade	No

FINAL TASK

According to the Assessment Strategy shown in the Module Descriptor, which task will be the LAST TASK to be taken or handed-in? (Give task number as shown in the Assessment Strategy)	Task No. 2

MODULE REFERRAL STRATEGY

Task for Task (as shown for initial assessment strategy)	Yes
Single Referral Package for All Referred Students	No