MODULE DESCRIPTOR

TITLE	Cross Cultural Leadership
SI MODULE CODE	44-7789-00S
CREDITS	15
LEVEL	7
JACS CODE	N600
SUBJECT GROUP	OB/HRM
DEPARTMENT	Management
MODULE LEADER	Angelique Du Toit

MODULE STUDY HOURS (based on 10 hours per credit)*			
Scheduled Learning and Teaching Activities	Placement (if applicable)	Independent Guided Study	Total Number of Study Hours
30	NA	120	150

MODULE AIM

The aim of the module is to raise students' awareness of how leadership behaviours are influenced by both background and organisational context and that leadership has a profound impact on organisational success. The module focuses on how Leadership and culture influence and are enacted in the international environment whether this be in emergent or mature economies.

MODULE LEARNING OUTCOMES

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

1. Develop the ability to critically reflect on the influence of culture and cultural differences on leadership skills, behaviour, effectiveness and performance.
2. Critically analyse the factors in their own culture, which affect their own behaviour and interactions with other people and influence effectiveness in cross-cultural encounters.
3. Develop and apply an understanding of behaviour from the perspective of another culture.
4. Apply critical thinking in a practical way to demonstrate enhanced and effective cross-cultural leadership capacities and skills.
5. Demonstrate the ability to take advantage of cultural diversity and a multicultural work environment, through a 'culturally synergistic' management approach.

INDICATIVE CONTENT

- Dimensions of culture,
- Business cultures and Dilemmas
- Culture and leadership
- Culture and Power
- Business Communication
- Leading International Teams
- Cultural Learning
- Culture, Corporate Strategy and Strategic Leadership
- Culture and Diversity
- Trust and Leadership

LEARNING, TEACHING AND ASSESSMENT - STRATEGY AND METHODS
Students will be supported in their learning, to achieve the above outcomes, in the following ways;

- Through taught sessions which introduce the concepts, theories and research in the field of Cross Cultural Leadership
- Through tutor facilitated seminars providing the opportunity for student work groups to present their research ideas, develop the tools and techniques for delivery, explore theories and research and critique the work in the development phase of the assessment;
- Through the E-Learning platform (Blackboard), which provides research-linked resources, opportunities for interaction via forums and the classroom.
- Student facilitated learning forums to develop help develop learner autonomy and intra-dependent learning;
- By providing support and feedback at a number of points during the module to ensure students are maximising their learning through reflective practice

ASSESSMENT TASK INFORMATION
The assessment is based on an enquiry-based methodology which requires student to carry out independent research in a specific country context.

Task No.*	Short Description of Task	SI Code EX/CW/PR	Task Weighting %	Word Count or Exam Duration**	In-module retrieval available
1	Individual assignment	CW	20%	Equivalent to 1500 words	N
2	Individual assignment	CW	80%	3000 words	N

FEEDBACK
Students will receive feedback on their performance in the following ways:

- In classroom discussion with tutors and peers based on a critical analysis and review of the literature, research and case study materials;
- Through oral feedback from tutors and peers on the Learning Journey;
- By using formative feedback and the marking grid to help with improving academic research capability and writing skills with accordance with the university timescales for providing feedback.

LEARNING RESOURCES FOR THIS MODULE (INCLUDING READING LISTS)

Students will be expected to utilise the research databases which are identified in the module guide to help in their research to identify the research objectives for the assignment.

Core Reading
Browaeys, M-J and Price, R, (2011) Understanding Cross-Cultural Management (2nd Ed.), Harlow: Pearson Education Ltd

Supplementary Reading
Adler, N.J.(2001). *International Dimensions of Organizational Behaviour* (4th ed.). Cincinnati: South-Western

Gannon, M. J. (2002). *Handbook of Cross-Cultural Management*. Oxford, U.K.: Blackwell Publishers Ltd

Guirdham, M. (2005) (2nd Ed.). *Communicating Across Cultures*. London: Macmillan.
Hampden-Turner, C. and Trompenaars, F. (2002). *Building Cross-Cultural Competence: How to create wealth from conflicting values*. Chichester: Wiley & Sons Ltd

Harris, P. R. & Moran, R. T.(2000). *Managing Cultural Differences* (5th Ed.). Houston: Gulf Publishing

Thomas, D. C. (2008) *Cross Cultural Management: Essential Concepts* (2nd Ed.). London: Sage

Walker, D., Walker, T. and Scmitz, J. (2003). *The Guide to Cross-Cultural Success: Doing Business Internationally*. U.S.A.: McGraw-Hill

Journal
Cross Cultural Management by Emerald
Journal of Cross Cultural Psychology by Sage
International Journal of Cross Cultural Management by Sage

SECTION 2   MODULE INFORMATION FOR STAFF ONLY

MODULE DELIVERY AND ASSESSMENT MANAGEMENT INFORMATION

MODULE STATUS - INDICATE IF ANY CHANGES BEING MADE

NEW MODULE	Y
EXISTING MODULE - NO CHANGE	N
Title Change	N
Level Change	N
Credit Change	N
Assessment Pattern Change	N
Change to Delivery Pattern	N
Date the changes (or new module) will be implemented	**09/2013**

MODULE DELIVERY PATTERN - *Give details of the start and end dates for each module. If the course has more than one intake, for example, September and January, please give details of the module start and end dates for each intake.*

	Module Begins	**Module Ends**
Course Intake 1	September 2013	December 2013
Course Intake 2	January 2014	May 2014
Course Intake 3	DD/MM/YYYY	DD/MM/YYYY

Is timetabled contact time required for this module?	Y

Are any staff teaching on this module non-SHU employees?	N
If yes, please give details of the employer institution(s) below	
What proportion of the module is taught by these non-SHU staff, expressed as a percentage?	

MODULE ASSESSMENT INFORMATION

Indicate how the module will be marked	
*Overall PERCENTAGE Mark of 40%	Y
*Overall PASS / FAIL Grade	N

*Choose one only – module <u>cannot</u> include both percentage mark and pass/fail graded tasks

SUB-TASKS

Will any sub-tasks (activities) be used as part of the assessment strategy for this module?	N

If sub-tasks / activities are to be used this must be approved within the Faculty prior to approval. Sub-task / activity marks will be recorded locally and extenuating circumstances, extensions, referrals and deferrals will not apply to sub-tasks / activities.

FINAL TASK

According to the Assessment Information 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 Information Grid in Section 1 of the Descriptor)	Task No. 2

NON-STANDARD ASSESSMENT PATTERNS

MARK 'X' IN BOX IF MODULE ASSESSMENT PATTERN IS NON STANDARD, eg MODEL B, ALL TASKS MUST BE PASSED AT 40%. **NB: Non-standard assessment patterns are subject to faculty agreement and approval by Registry Services - see guidance. notes.**	