

1. Course Identity

Course Name	Cross-Cultural Management		
Faculty	Business and Economics	Study program	Management
Code	SEM951	Credits weight	3
Group	Study program	Type of Course	Elective
Semester	6	Availability	Limited to Study Programs
Learning Method	Classroom Session	Media	Blended
Course Cluster	Specialization Elective Courses (MKPP)	Prerequisite	Human Resource Management

2. Course Description

By learning this course, students are expected to understand aspects of cultural differences in management practice. This course also develops students' awareness of global advances beyond national borders, an understanding of a set of frameworks to guide future managerial decisions to become global managers.

3. Learning Outcomes


CPL Codes	Formulation of Graduate Learning Outcomes (CPL)	CPMK Codes	Formulation of Course Learning Outcomes (CPMK)
S3	To internalize values, norms and ethics that prioritize integrity, honesty, responsibility and trust in carrying out profession	CPMK01	Students are able to describe the concept of culture and management through: <ul style="list-style-type: none"> • Appropriateness of decision making based on cultural level, cultural dimension and cultural dilemma. • Appropriate use of models and methods for analyzing cross-cultural contexts. • Analysis of ways to develop cross-cultural effectiveness.
S5	To appreciate the diverse cultures, views, religions, and beliefs and opinion or findings of others	CPMK02	Students are able to develop competencies related to cross-cultural management to work in international business through: <ul style="list-style-type: none"> • Awareness of the cultural impact in the international business environment • Awareness of the influence of corporate culture operating in global markets
PP2	To master the rules, principles and techniques of communication across functional, organizational and cultural levels for effective communication across functional	CPMK03	Students are able to develop competencies related to the rules, principles and techniques of communication through:

	and organizational levels		<ul style="list-style-type: none"> • Awareness of the influence of culture on communication. • Analysis of the ways in which intercultural communication can be affected by the cultural differences between those involved. • Appropriate use of intercultural communication techniques in order for more effective communication.
KU1	To understand and implement theoretical concepts, methods and analytical tools of management functions (planning, implementation, directing, monitoring, evaluation, and control) and organizational functions (marketing, HR, Operations, and Finance) in different types of organizations		
KU2	To contribute in the preparation of the organization's strategic plan and interpret the strategic plan into organizational operational plans at the functional level		
KU3	To identify managerial issues and organizational functions at the operational level, as well as take appropriate action based on developed alternatives, by applying entrepreneurial principles rooted in local wisdom		
KU4	To make the right managerial decisions in various types of organizations at the operational level, based on data and information analysis on organizational functions		
KK1	To recognize and observe management problems through empirical studies and modeling using scientific methods based on management science, in various types of organizations		
KK3	To see opportunities quickly and dare to take risks responsibly to provide optimal benefits		
KK5	To think like a visionary, and to be open, communicative, creative,		

	responsive to change and adaptive to the scientific and technological advancement in the scope of management science		
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4. Learning Materials and Main References

Learning Materials	<ol style="list-style-type: none"> 1. Cultural Determinants 2. Cultural Dimension: Hofstede and Globe 3. Business Culture in Western Culture 4. Business Culture in Asia, Africa and the Middle East 5. Cultural Dimensions and Cultural Dilemmas 6. Culture and Management Style 7. Corporate Culture and Structure 8. Culture and Leadership 9. Corporate Culture and Strategy 10. Cultural Changes in the Company 11. International Marketing Culture and Management 12. Cultural Diversity in Organizations 13. Cross-Cultural Business Communication 14. Limitations in Intercultural Communication 15. International Negotiation 16. Working with an International Team 17. Conflict and Cultural Differences 18. Development of Intercultural Communicative Competence
Main References	Browaey, M. & Price R. Understanding Cross-Cultural Management, Pearson.

Date:	Date:	Date: August 12, 2021
Approved by the Dean	Examined by the Head of the Study Program	Prepared by:
		
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