



浙江大學

BUAS904

Global and Cross-Cultural Management

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Instructor Contact Details

Lecturer-in-charge: Dr. Yi Wang

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Office location: Zhejiang University, Hangzhou, China

Consultation Time: Book appointment by sending email to: wlwyxy_29@zju.edu.cn

Teaching Times, Modes and Locations

Course Duration: 20 Dec 2026 to 8 Jan 2027

Modes: Face-to-face

Location: Zhejiang University

Academic Level

Postgraduate

Credit Points:

The course is worth 6 units of credit point.

Credit Hours

The number of credit hours of this course equals to the credits of a standard semester- long course.

Contact Hours

The course contains a total of 53 contact hours, which consists of orientation, lectures, seminars, quiz, discussion, research, case study, small tests, assignments, on-site field trip(s), in-class and after-class activities, revision, self-study, and final exam. Students will receive an official transcript which is issued by Zhejiang University when completing this course.

Enrolment Requirements

Eligibility requires enrollment in an overseas university as an undergraduate or postgraduate student, proficiency in English, and pre-approval from the student's home institution.

Course Description:

Cross-Cultural Management equips students with the knowledge and skills to navigate cultural differences in international and multicultural business environments. The course explores the significance of culture in management, leadership, communication, ethics, negotiation, and global teamwork. Students will develop a deeper understanding of how cultural variations impact management practices and organizational effectiveness, learning strategies to adapt and manage across national and regional boundaries. Through conceptual frameworks, case studies, and problem-based learning, this course prepares students to develop global management capabilities and effectively lead in diverse business contexts.

Prerequisite:

None.

Learning Resources

- Steers, R. M., Osland, J. S., & Szudlarek, B. Management across cultures: Challenges, strategies, and skills. 5th ed., Cambridge University Press, 2024.

Learning Objectives

By the end of this course, you should be able to:

- Compare and interpret cultures using key cross-cultural dimensions and frameworks, demonstrating a comprehensive understanding of relevant concepts, theories, and models.
- Critically evaluate cross-cultural management scenarios, considering contextual factors, and formulate justified strategic action plans to address identified challenges.
- Reflect on and improve personal cultural intelligence, communication, negotiation, and teamwork skills to increase effectiveness in diverse cultural settings.
- Advocate for culturally sensitive, socially responsible, and ethical behavior in business, incorporating the UN Sustainable Development Goals into local and global business practices.

Course Delivery:

- Face-to-face Lecture mode includes lectures, seminars, quiz, discussion, research, case study, small tests, assignments, on-site field trip(s), in-class and after-class activities, revision, and final exam.

The following course will be taught in English. There will also be guest speakers and optional field trips available for students who would like to enhance their learning experience. All courses and other sessions will be run during weekdays.

Topics and Course Schedule:

WK	Topic	Activities
1	Introduction to international cross-cultural management	Lecture; Tutorial
1	Governance, Legal Infrastructure, and Financial Information	Lecture; Tutorial
1	Cultural Values and Comparative Cultural Models	Lecture; Tutorial
1	Systematically describing cultural differences	Lecture; Tutorial
1	Context and complexities	Lecture; Tutorial
2	Communicating across Cultures	Lecture; Tutorial
2	Leading and Motivating in Global Organizations	Lecture; Tutorial
2	Motivation & managerial environment	Lecture; Tutorial
2	Quiz	Closed book
2	Decision making & organizational environment	Lecture; Tutorial
3	Cross-cultural negotiations and conflict resolution	Lecture; Tutorial
3	Global leadership and managing global teams	Lecture; Tutorial
3	Managing multicultural individuals	Lecture; Tutorial
3	Emerging issues and Resolving Ethical Conflicts	Lecture; Tutorial
3	Negotiating across Culture	Lecture; Tutorial
3	Revision	Tutorial

3	Final exam	Closed book
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Assessments:

Class participation	15%
In-class Test	15%
Assignments	20%
Final exam	50%

Pass Requirement (Double Pass Rule)

To pass this course, students are required to achieve:

- an overall mark of 50% or above, and
- a pass mark (50% or above) in the Final Examination.

Students who achieve an overall mark of 50% or above but do not achieve a pass in the Final Examination will receive a fail grade for the course.

Grade Descriptors:

HD	High Distinction	85-100
D	Distinction	75-84
Cr	Credit	65-74
P	Pass	50-64
F	Fail	0-49

High Distinction 85-100

- Treatment of material evidences an advanced synthesis of ideas Demonstration of initiative, complex understanding, and analysis.
- Work is well-written and stylistically sophisticated, including appropriate referencing, clarity, and some creativity where appropriate.
- All criteria addressed to a high level.

Distinction 75-84

- Treatment of material evidences an advanced understanding of ideas Demonstration of initiative, complex understanding and analysis Work is well-written and stylistically strong.
- All criteria addressed strongly.

Credit 65-74

- Treatment of material displays a good understanding of ideas
- Work is well-written and stylistically sound, with a minimum of syntactical errors.
- All criteria addressed clearly.

Pass 50-64

- Treatment of material indicates a satisfactory understanding of ideas Work is adequately written, with some syntactical errors.
- Most criteria addressed adequately.

Fail 0-49

- Treatment of ideas indicates an inadequate understanding of ideas Written style inappropriate to task, major problems with expression.
- Most criteria not clearly or adequately addressed.

Academic Integrity

Students are expected to uphold the university's academic honesty principles which are an integral part of the university's core values and principles. If a student fails to observe the acceptable standards of academic honesty, they could attract penalties and even disqualification from the course in more serious circumstances. Students are responsible for knowing and observing accepted principles of research, writing and any other task which they are required to complete.

Academic dishonesty or cheating includes acts of plagiarism, misrepresentation, fabrication, failure to reference materials used properly and forgery. These may include, but are not limited to: claiming the work of others as your own, deliberately applying false and inaccurate information, copying the work of others in part or whole, allowing others in the course to copy your work in part or whole, failing to appropriately acknowledge the work of other scholars/authors through acceptable referencing standards, purchasing papers or writing papers for other students and submitting the same paper twice for the same subject.

This Academic Integrity policy applies to all students of the Zhejiang University in all programs of study, including non-graduating students. It is to reinforce the University's commitment to maintain integrity and honesty in all academic activities of the University community.

Policy

The foundation of good academic work is honesty. Maintaining academic integrity upholds the standards of the University. The responsibility for maintaining integrity in all the activities of the academic community lies with the students as well as the faculty and the University. Everyone in this community must work together to ensure that the values of truth, trust and justice are upheld.

Academic dishonesty affects the University's reputation and devalues the degrees offered. The University will impose serious penalties on students who are found to have violated this policy. The following penalties may be imposed:

- ✓ Expulsion
- ✓ Suspension
- ✓ Zero mark /fail grade
- ✓ Marking down
- ✓ Re-doing/re-submitting of assignments or reports, and
- ✓ Verbal or written warning