Cross Cultural Management in the Age of Globalization

Tony Fang
Associate Professor
Stockholm University
Tel: 08-16 30 63
Email: tony.fang@fek.su.se

Background
Globalization is reshaping our modes of thinking and ways of behaving and fostering national cultural changes in many societies. In the age of globalization national cultures, regional cultures, organizational cultures, and so on do not seem to only collide with each other; they are inspiring each other, learning from each other, coexisting within each other, and they are creating new cultures together.

Whereas politically defined nation-states and traditional values are still playing important roles, multinational corporations (MNCs), global NGOs (non governmental organizations), individuals and various cultural groupings roaming within and beyond national boundaries are becoming increasingly visible change agents in the reshaping of the new identity of cultures.

Globalization seems to have created a paradoxical movement of cultures. On the one hand, emergent global cultures irrespective of our past traditions are being created across national boundaries at least within the world business community. One the other hand, however, local cultures and indigenous cultural values are gaining unprecedented global attention given the synchronizing power of the Internet and wireless digital technologies.

Purpose
The purpose of this course is to obtain the latest knowledge of international cross-cultural management in the age of globalization. This course starts by critically examining the dominant Hofstede paradigm in cross cultural management and then moves on to identify various new trends in cross cultural theory building and practice in the light of globalization. Some of the themes are as follows:

National cultures - What is this thing called “national culture” in the age of globalization? What constitutes a national culture today? To what extent does nation-state/nationality/passport based national culture paradigm still matters in global business?

Global cultures - What are they, how do they form, who do they involve, what do they look like, what is their impact on cross cultural management theory and practice?
Globalizing cultures - How is the process of globalization affecting national cultures? how are cultures responding to globalization i.e., how are they evolving to remain viable; how are they influencing one another; how do we understand some cultures that appear to be experiencing a global flowering or renaissance -- e.g., Irish culture, Indian culture, Chinese culture.

Managing cultural paradox and cultural change in local and global management contexts - What impact do MNCs have on national cultural change; can MNCs manage national cultural change; in what way do MNC corporate cultures influence national cultures; can or do MNC cultures replace national cultures on the global stage?

Lectures and seminars
The course is based mainly on lectures and seminars, with very interactive learning and teaching styles. PhD candidates in Swedish and any Nordic institutions of higher learning who are interested in cross cultural management, intercultural communication, and global leadership issues are welcome to apply for this course. Tony Fang also receives a short CV and a statement of interest. Only very motivated students are to be admitted.

Examination
Examination is made up of four parts:
Part I (10%) Activeness in class discussions (individual-based)
Part II (20%) Literature review (individual-based)
Part III (30%) Role plays (group-based)
Part IV (40%) Paper writing (group-based)

Literature
Fang, T. (2006). "From 'Onion' to 'Ocean': Paradox and change in national cultures".


