

Micro Degree/Certificate Program Winter 2025

by Payap University

Cours Title: Cross-Cultural Management in ASEAN

Course Duration:	January 27 – February 14, 2025 (15 weekdays, 3 hours/day, 3:00 pm – 6:00 pm Japan Standard Time, GMT+9)
Instructor:	Assistant Professor Dr. Taien Layraman, Business Administration Faculty, Payap University.
Target Audience:	Undergraduate and graduate students from ACUCA member institutions interested in business, management, international relations, or Southeast Asian studies.

Course Description:

This course examines the essential concepts, strategies, and practices for managing the ASEAN region's cultural diversity. As a region comprising diverse cultures, ASEAN presents unique challenges and opportunities for businesses and managers who operate across national borders. The course deeply explains how cultural differences influence communication, leadership, negotiation, and teamwork within ASEAN countries, including Thailand, Indonesia, Vietnam, Malaysia, Japan, Korea, China, India, Myanmar, and the Philippines. Students will learn practical approaches to managing cross-cultural teams and developing strategies for successful collaboration in the ASEAN business environment.

Learning Objectives:

By the end of this course, students will be able to:

1. Understand the cultural dimensions that impact business practices within ASEAN.
2. Analyze the effects of cross-cultural differences on communication, leadership, and team dynamics.
3. Develop strategies to manage and lead culturally diverse teams across ASEAN effectively.
4. Apply cross-cultural management theories and frameworks in the ASEAN context, using examples from Thailand and other ASEAN nations.
5. Build cultural intelligence to enhance effectiveness in cross-border management roles within ASEAN.

Learning Outcomes:

Upon successful completion of this course, students will be able to:

1. Critically evaluate the role of cultural differences in business management within ASEAN.
2. Design communication and leadership strategies to bridge cultural gaps in cross-cultural teams.
3. Demonstrate the ability to manage cross-cultural interactions in diverse business environments.
4. Propose solutions to challenges arising from cultural diversity in the ASEAN business context.

Instructional Strategies and Activities:

1. **Lectures:** Online lectures combining theoretical cross-cultural management models with practical case studies from ASEAN countries.
2. **Group Discussions:** These are breakout sessions where students discuss the implications of cultural diversity on business operations in different ASEAN countries.
3. **Case Studies:** Real-world examples that illustrate cross-cultural challenges in ASEAN, focusing on countries such as Thailand, Indonesia, and Malaysia.
4. **Simulations:** Role-playing exercises designed to help students practice cross-cultural negotiation and conflict resolution strategies.

Course Outline:

Week	Content	Remarks
1	Overview of ASEAN Cultures	Active participation
2	Hofstede's Cultural Dimensions in the ASEAN Context	Active participation
3	Business Culture: Case Study and Reflection	Discussions
4	Leadership Styles and Team Dynamics Across ASEAN	Simulations
5	Cross-Cultural Communication and Leadership	Active participation
6	Virtual Team Management Across ASEAN Cultures	Simulations
7	Conflict Management in Cross-Cultural Teams	Discussions
8	Cross-Cultural Conflict Resolution and Exercises	Mid-term Examination
9	Cross-Cultural Negotiation Scenarios in ASEAN	Active participation
10	Managing Diversity	Active participation
11	Cross-Cultural Marketing and Consumer Behavior in ASEAN	Discussions
12	Case Study: Cross-Cultural Challenges	Discussions
13	Cross-Cultural Negotiation Strategies in ASEAN	Discussions
14	Presentations on Cross-Cultural Management	Group Project Presentations
15	Course Summary, Reflections, and Evaluations	Final Examination

Classroom Management and Student Engagement:

The course will be conducted 100% online, with live, synchronous sessions to ensure real-time interaction between the instructor and students. The course will encourage student engagement through interactive discussions, case studies, and simulations designed specifically for the online learning environment. Clear guidelines for attendance, participation, and submission of assignments will be communicated from the outset to ensure smooth virtual classroom management. Students will receive timely feedback on their progress to foster continuous improvement and engagement throughout the course. The online platform will also support collaborative group work and discussions, enhancing the interactive nature of the learning experience.

Assessment Methods:

Methods		Scores
Participation and Engagement	Active participation in class discussions, group work, and simulations.	20%
Mid-term Examination	A short project assesses students' understanding of cross-cultural theories and concepts.	20%
Group Project	Students will collaborate to analyze a cross-cultural management issue in ASEAN and present solutions to real-world business challenges.	30%
Final Examination	Students will write a reflective essay discussing key takeaways from the course.	30%
		100%

Required Materials:

Textbook:

Bhagat, R. S., & Steers, R. M. (2023). *Global organizations and cross-cultural management: A guide for leaders and managers*.

Cambridge University Press.

Kittler, M. G., & Mak, A. (2022). *Cultural intelligence in the world of work: Past, present, and future*. Routledge.

Solomon, C. M., & Schell, M. S. (2009). *Managing across cultures: The seven keys to doing business with a global mindset*. McGraw-

Hill Education.

Articles:

Earley, P. C., & Mosakowski, E. (2004). Cultural intelligence. *Harvard Business Review*, 82(10), 139-146.

Gupta, A., & Zhang, L. (2022). Cross-cultural leadership in digital environments: Challenges and solutions. *Journal of Global Business and Digital Economy*, 21(2), 55-70.

Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online Readings in Psychology and Culture*, 2(1), 1-26.

<https://doi.org/10.9707/2307-0919.1014>

Kim, Y. Y., & Leung, K. (2023). Rethinking cross-cultural communication in global teams: New frameworks and findings. *International Journal of Intercultural Relations*, 94(3), 105-120.

Meyer, E. (2017). Being the boss in Brussels, Boston, and Beijing: If you want to succeed, you'll need to adapt. *Harvard Business Review*, 95(4), 70-77.

Tanaka, M. (2024). Evolving cultural intelligence: New perspectives for global management. *Journal of Cross-Cultural Management*, 35(1), 35-50.

Contact Information:

Assistant Professor Dr. Taien Layraman

e-mail: taien_l@payap.ac.th

Business Administration Faculty, Payap University

Chiang Mai, Thailand.