MULTICULTURAL INFLUENCES IN HRD (DCE5130)
SEMESTER TWO 2015/2016 (DISTANCE EDUCATION) (UPMET)

OBJECTIVES: At the end of this course, the students are able to:
1) Identify and elaborate key elements of his/her own culture and other cultures in Malaysia/own country
2) Analyze and relate key elements of culture (cultural dimension) to the intracultural, intercultural, and crosscultural Malaysian workplace
3) Discuss and provide solution to issues and challenges in working across cultures,

SYNOPSIS: This course emphasises the influence of multiculture on human resource development, the sensitivity of multiculture on labour force in Malaysia and at the international level, cross-cultural and intercultural management of international corporations).

EVALUATION

1. Assignment 1  15%
2. Assignment 2 (Article Review)  15%
3. Assignment 3  15%
4. Assignment 4 (Case Study) (Group)  25 %
3. Final exam  30%

ASSIGNMENT 1 (Individual)
What is your understanding of your own value in your culture?
Identify your core value (can be more than one values).
Describe the value/s by using the key elements of culture (underlying assumption, value, symbol, ritual and hero). The assignment should be based on your own observation and experience. Some references may be useful.
(At least 5 pages. 1.5 spacing)
Due date: 2nd Face to Face

ASSIGNMENT 2 (Individual)
Search for ONE research article related to multicultural influences in HRD/organization.
Review and discuss your chosen article based on your understanding of cultural dimensions from the following article: “FACILITATING HARMONY IN DIVERSITY: USING DELIGHTS, PUZZLES AND IRRITATIONS TO MEET THE CHALLENGE OF DIVERSITY” (provided in the file or at www.amauta-international.com/iaf2000/Abdullah2.PDF)
(At least 3 pages. 1.5 spacing)
Due date: 3rd Face to Face

ASSIGNMENT 3 (Individual)
How Malaysian manager manage the organization? (intracultural or intercultural organization)?
Select one or two hrd practices/activities on how manager manage the organization from cultural perspective (in terms of leadership, communication, motivating, managing conflict etc.).
The assignment can be either based on your own experience or other managers (interview).
(At least 10 pages. 1.5 spacing)
Due date: 3rd Face to Face
ASSIGNMENT 4 CASE STUDY (GROUP ASSIGNMENT)
How foreigners manage and need to know about managing in Malaysia (Cross-cultural Organization)?
The students are expected to do a series of interview the foreigners (particular from western countries, Japan, Korea, Taiwan or Africa’s) who worked in Malaysian organizations (company, NGO, government).
At least three foreigners of managerial level should be interviewed.
Focus of the paper is how foreigners manage the organization from the cultural perspective, the issues and problems, their expectation, misunderstanding, etc.
(At least 15 pages. 1.5 spacing)
Due date: Final Exam for Master Program

FINAL EXAM

Focus will be given on the ability of students to analyse key dimensions/elements of own culture and other cultures, and relate and propose solutions to issues and challenges in the multicultural workplace contexts.

REFERENCES:

LEARNING MODULE:

MULTICULTURAL INFLUENCES IN HRD (DCE 5130) by Asma Abdullah, Pusat Pendidikan Luar, UPM

TEXTBOOKS:

MAIN:

OTHERS

ALL THE BEST
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COURSE CONTENT

1. Key elements of My Own Culture and other cultures in Malaysia
2. The Malaysian Workplace (intra cultural, intercultural, cross cultural Malaysian workplace)
3. Working Across cultures

Part 1: Key elements of My Own Culture and other cultures in Malaysia

Values of Malaysians from different ethnic groups and how these values influence their personal and work-related behaviors

1. Key elements in understanding culture: symbols, rituals, role models and values and assumptions (symbol, upacara amal, peranan ketua/wira, nilai dan andaian dasar)
2. Awareness and understanding of one's own set of values and cultural assumptions
3. Understanding of values of people from different ethnic groups in the country (Malays, Chinese, Indians and Others).
4. Cultural Similarities and Differences among Malaysians/Foreigners

Part 2: The Malaysian Workplace:

An awareness and understanding of the similarities and differences in values and underlying assumptions of people from different ethnic groups working in Malaysia and how they are expressed through managerial practices. Approaches to solving problems, making decisions, resolving conflict and managing people will be shared.

1. Approaches, protocol, etiquette and sensitivities as observed by each ethnic group at the workplace
2. Strategies and techniques to interact with people from different ethnic groups and cultures
3. Management practices in Malaysian organizations: Similarities and Differences
4. Types of workplaces: Intracultural, intercultural and cross cultural
5. Issues and challenges at the Malaysian workplace

Part 3: Working Across cultures

Work values of managers when they work across cultures.

1. Values and underlying assumptions of people from different cultures (Americans, Japanese, Arabs etc)
2. Work practices as observed in different cultures: concept of time, completed staff work, ethics, work relationships, protocol and sensitivities
3. Issues and challenges of working across cultures
NOTE 1:
DEFINING CULTURE
1. …… the collective programming of the body, mind and spirit which distinguishes members of one group (nation, ethnic group, company or category) of people from another. (born into, assimilation, acculturation, immersion)(Asma, 1996)

Kebudayaan berasal daripada perkataan Sanskrit 'buddhayah' iaitu bentuk jamak dari 'buddhi' yang bererti 'budi' atau 'akal'. Kebudayaan dapat diertikan sebagai 'hal-hal yang bersangkutan dengan akal'. "keseluruhan dari kelakuan dan hasil kelakuan manusia yang teratur oleh tatakalaan yang harus diperoleh dengan cara belajar."

A culture is a way of life of a group of people--the behaviors, beliefs, values, and symbols that they accept, generally without thinking about them, and that are passed along by communication and imitation from one generation to the next.

SCHEIN’S definition of culture
shared solutions to universal problems of external adaptation (how to survive) and internal integration (how to stay together) - which have evolved over time and are handed down from one generation to the next

KEY ELEMENTS OF CULTURE
1. SYMBOLS -What we can see and hear…language, objects, jargon, objects, ways of dressing
2. RITUALS -How do we do things…meetings, celebrations
3. ROLE MODELS - Who are our heroes/heroines
4. PRACTICES -Overt behaviors to demonstrate values
5. VALUES -What we believe in.; shoulds, oughts, and musts inferred from our behaviours
6. UNDERLYING ASSUMPTIONS -ways of perceiving, thinking and evaluating the world around us

Underlying assumptions

COLLECTIVISM INDIVIDUALISM
1. Harmony -------------------------------Control/Mastery
   - gauges the individual’s relationship with Nature
2. Relationship ---------------------------- Task
   - measures the importance placed on relationships with others versus task accomplishments
3. Hierarchy-----------------------------Equality
   - gauges the emphasis placed on rank, status and other ascribed attributes over equality issues
4. Shame -------------------------------Guilt
   - verifies if shame (outer driven, external locus of control or guilt (inner driven internal locus of control is the principle that guides behaviour
5. High ---------------------------------------Low context communication
   - measures the extent to which cultures depend on the external environment, situation, nonverbal signs to communicate
6. Polychronic-------------------------------Monochronic time orientation
   - verifies is the principle that guides behaviour is circular or sequential
7. We ----------------------------------- I
   - measures the preference for interdependence with other people
8. Religious -----------------------------Secular
   - verifies the degree in which religiosity, as opposed to secularity, is considered in work related issues