MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

BACHELOR OF LEISURE, EVENTS AND HOTEL MANAGEMENT 3

**SEMESTER 1, 2025/26**

Cross Cultural Management in Leisure and Recreation – LHM3105

**COURSE OUTLINE**

Venue: Block 4 Room 2

Time: Tuesday: 3-5pm; Wednesday: 4-5pm

Facilitators:

Prof. Samuel Dawa

Mr. Asuman Kabuzi

Course Description:

This course explores the influence of culture on management practices in the leisure and recreation sectors. It provides students with the knowledge and skills to manage multicultural teams, interact with culturally diverse clients, and design culturally sensitive leisure and recreation experiences. The course emphasizes practical understanding and application of cultural theories in real-world hospitality settings.

Learning Objectives:

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

1. Understand key concepts in cross-cultural management and intercultural communication.
2. Apply cultural frameworks to assess and navigate cultural differences in leisure and recreation.
3. Develop cultural intelligence (CQ) and emotional intelligence in hospitality contexts.
4. Critically analyze the impact of globalization and cultural diversity on leisure and recreation management.
5. Design leisure/recreation experiences that are culturally inclusive and ethically sound.

Learning Outcomes:

Upon successful completion, students will be able to:

1. Explain how cultural values and norms influence leisure and recreation behaviors.
2. Demonstrate effective intercultural communication in service and team contexts.
3. Evaluate and resolve cross-cultural challenges in hospitality operations.
4. Show increased awareness and sensitivity in interacting with diverse cultural groups.
5. Plan culturally responsive leisure and recreation programs.

**MODE OF DELIVERY**

* Online learning: Straight lecture, Videos, Case study analysis, and Class presentations

**MODE OF ASSESSMENT**: Course work will carry 30% and Final examinations carry 70%

**Detailed course content**

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|  | **Introduction to culture and cross-cultural management*** What is Culture?
* Elements of culture
* Why culture matters in leisure and recreation
* Cross-cultural management
* Cultural Iceberg model
* Discussion: What cultures are you part of?

Activity: Cultural identity Bingo | 1 week | Prof. Dawa |
|  | **Cultural theories** * Hofstede’s cultural dimensions
* Trompenaars’ dimensions
* Hall’s context theory (High vs Low Context)
* Applying the theories to hospitality
* Group task: Compare 2 countries using Hofstede insights
* Activity: Culture card sorting game
 | 1 week | Prof. Dawa |
|  | **Globalization and cultural change in leisure*** What is Globalization?
* How globalization influences leisure
* Cultural homogenization vs hybridization
* Pros and cons for local cultures
* Debate Setup: “Globalization vs Cultural preservation”

Reflection Questions | 1 week | Prof. Dawa |
|  | **Intercultural communication in hospitality*** Verbal vs nonverbal communication
* Cultural barriers and misinterpretations
* Guest expectations across cultures
* Examples from hotel and tour settings
* Role Play: Resolving miscommunication
* Discussion prompt: “What gestures could cause offence?”
 | 1 week | Prof. Dawa |
|  | **Cultural intelligence (CQ)*** What is Cultural intelligence?
* The 4 CQ capabilities: Drive, Knowledge, Strategy, Action
* Developing CQ in students and staff
* CQ assessment tool (Self-Test)
* Reflection journal prompt: “When did I use CQ?”
 | 1 week | Prof. Dawa |
|  | **Managing multicultural teams*** Benefits and challenges of diverse teams
* Managing stereotypes and bias
* Inclusion and equity in team settings
* Conflict resolution strategies
* Simulation: Team conflict at a resort
 | 1 week | Prof. Dawa |
|  | **COURSEWORK 1** |  |  |
|  | **Culture and service expectations*** How culture shapes expectations
* Examples: Hotel Check-in, Restaurant service, Tour guide roles
* Customer feedback across cultures
* Activity: Analyze TripAdvisor reviews
* Mini case: Local vs foreign guests
 | 1 week | Mr. Kabuzi |
|  | **Ethics and cultural sensitivity in recreation*** Ethics across cultures
* Cultural appropriation vs appreciation
* Wildlife, indigenous cultures, sacred sites
* Case study: The groom danced with his mother-in-law
* Group discussion: Where is the ethical line?
 | 1 week | Mr. Kabuzi |
|  | **Designing culturally inclusive leisure experiences*** Principles of inclusive design
* Cultural festivals, events, and programs
* Sensitivity to dietary, religious, dress codes
* Group project brief: Design inclusive event
 | 1 week | Mr. Kabuzi |
|  | **Religion, gender and cultural norms in recreation*** Influence of Religion on Leisure Behavior
* Gendered spaces and expectations
* Conservative societies and gender norms
* Discussion prompt: “Is leisure universal?”
 | 1 week | Mr. Kabuzi |
|  | **Managing cultural conflict in recreation settings*** Common types of cross-cultural conflict
* Real-life scenarios from resorts and attractions
* Conflict resolution skills
* Simulation: Tourist conflict in a multicultural resort
 | 1 week | Mr. Kabuzi |
|  | **Case studies in cross-cultural hospitality management** | 1 week | Mr. Kabuzi |
|  | COURSEWORK 2 |  |  |

Recommended readings:

Adler, N. J., & Gundersen, A. (2001). *International dimensions of organizational behavior* (p. 398). Cincinnati, OH: South-Western.

Avruch, K. (2022). Culture and conflict resolution. In *The Palgrave encyclopedia of peace and conflict studies* (pp. 254-259). Cham: Springer International Publishing.

Carr, N. (2016). Sex in tourism: Reflections and potential future research directions. *Tourism Recreation Research*, *41*(2), 188-198.

Duffy, R., & Smith, M. (2004). *The ethics of tourism development*. Routledge.

Earley, P. C., Ang, S., & Tan, J. S. (2006). *CQ: Developing cultural intelligence at work*. Stanford University Press.

Gudykunst, W. B. (2004). *Bridging differences: Effective intergroup communication*. Sage.

Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online readings in psychology and culture*, *2*(1), 8.

Reisinger, Y., & Turner, L. (2012). *Cross-cultural behaviour in tourism*. Routledge.

Richards, G. (2007). *Cultural tourism: Global and local perspectives*. Psychology Press.

Rojek, C. (1995). Decentring leisure: Rethinking leisure theory.

Trompenaars, F., & Hampden-Turner, C. (2011). *Riding the waves of culture: Understanding diversity in global business*. Nicholas Brealey International.