



**Course Title: Cross Cultural Management**

**Course Code: HR202**

**Credit Units: 3**

**Level:**

| L | T | P/<br>S | SW/F<br>W | TOTAL<br>CREDIT<br>UNITS |
|---|---|---------|-----------|--------------------------|
| 3 | 0 | 0       | 0         | 3                        |

**Course Objectives:**

- The Course Contents provide exposure to the diverse management styles across the globe and impart understanding of different approaches and each management style.
- It will enable students to identify some of the factors that influence how decisions are made in cross-cultural management contexts .
- Identify, describe and explain key models used for comparing cultures, critically assessing the practical value of these in the context of cross-cultural management decision-making.
- An insight about the systems in case of **Styles of Management and its impact on the Cross Cultural Management** .
- Integrate and differentiate the various **HR issues of Cross Cultural Teams viz North America, Europe,**
- **Middle-East, Latin America, CIS and Asia**

**Pre-requisites:**

An understanding of cross cultural functions is deemed to be there in the students.

**Student Learning Outcomes:**

- **Students would be able to comprehend International management and Culture.**
- **Students would also be able to distinguish the practical implications of various models of cross cultural management.**
- **Students would be able illustrate the integration of the Styles of Management and its impact on the Cross Cultural Management.**

**The students would be able to differentiate & demonstrate the HR issues of Cross Cultural Teams**

| <b>Module I Introduction to Cross Cultural Management</b>                                                                                                                                                                                                                                                                                                                                                                               | <b>Weightage</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <ul style="list-style-type: none"><li>• Introduction to the Concept of Cross Cultural Management, Definition of Culture and Impact of the Culture on International Business, Various Connotations and determinants of culture, International management and Culture, Comparing Cross-Cultural and International Management, Implications for International Management Practice</li></ul> <b>Case study of Disney. Lenovo, Wall Mart</b> | <b>15</b>        |
| <b>Module II Modalities of Cross-Cultural Dimensions</b>                                                                                                                                                                                                                                                                                                                                                                                |                  |

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <p><b>Descriptors/Topics</b></p> <ul style="list-style-type: none"> <li>• Kluckhohn and Strodtbeck`s Cultural Dimension, Hofstede`s Cultural Dimensions, Trompenaars Cultural Dimensions, Hall and Hall`s Cultural Dimension, . Globe project and country clusters. The interacting spheres of culture- Professional culture, Functional Culture and Corporate culture. Managing differences in the cultures of industry, Cultural challenges in the modern Indian work place</li> </ul>                                                                                                     | <b>20</b> |
| <b>Module III Styles of Management and its impact on the Cross Cultural Management</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |           |
| <p><b>Descriptors/Topics</b></p> <ul style="list-style-type: none"> <li>• <b>Indian style of Management</b> ,Japanese Style of Management ,German style of Management, French Style of Management ,UK Style of Management ,USA Style of Management ,Styles of Management in African Countries ,Style of Management of Latin American Countries, Chinese Style of Management, Australian Style of Management</li> </ul>                                                                                                                                                                       | <b>20</b> |
| <b>Module IV : Managing Across Cultures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |           |
| <p><b>Descriptors/Topics</b></p> <p>Culture as a Factor in People's Response to Change, Recognizing the Significance of Shifts in Culture, How Economic Factors Influence Shifts in National Cultures, How Foreign Intervention Causes Shifts in Local Cultures,</p>                                                                                                                                                                                                                                                                                                                         | <b>15</b> |
| <b>Module V :Cross - Cultural Communication</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           |
| <p><b>Descriptors/Topics</b></p> <p>Successful communication across the culture, Appropriate communication within and across the culture, Interpreting contexts for Management communication within and across the culture, The cross cultural significance of Non verbal communication, Managing the cultural specific perceptions, Responding to the demographic change.</p> <ul style="list-style-type: none"> <li>•</li> </ul>                                                                                                                                                           | <b>15</b> |
| <b>Module VI HR issues of Cross Cultural Teams</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |
| <p><b>Descriptors/Topics</b></p> <p>Cultural influences on motivation, Leadership and culture, different leadership styles in North America, Europe, Middle-East, Latin America, CIS and Asia. Factors influencing IHRM, Difference between IHRM and domestic HRM: in Staffing, Recruitment and selection, training and development, performance appraisal and compensation and rewards, Reasons for using expatriates, Concerns of managing expatriate employees, Relation between cultural values and team processes, Techniques to design and implement effective international teams</p> | <b>15</b> |

**Pedagogy for Course Delivery:**

The class will be taught using theory and case based method. A series of lectures will impart information and be complemented by interactive tutor-led and student-led discussion. The unit has thus been designed to use a variety of teaching methods that should help students to study the various aspects of Talent management environment. Formative tasks, case discussions and presentations will enable students to build towards the completion of their assignment during the delivery of the unit.

**Assessment/ Examination Scheme:**

| <b>Theory L/T (%)</b> | <b>Lab/Practical/Studio (%)</b> | <b>End Term Examination</b> |
|-----------------------|---------------------------------|-----------------------------|
| 100                   | NA                              | 100                         |

**Theory Assessment (L&T):**

| <b>Continuous Assessment/Internal Assessment</b> |               |         |              |            | <b>End Term Examination</b> |
|--------------------------------------------------|---------------|---------|--------------|------------|-----------------------------|
| <b>Components (Drop down)</b>                    | Mid-Term Exam | Project | Presentation | Attendance |                             |
| <b>Weightage (%)</b>                             | 10%           | 10%     | 5%           | 5%         | 70%                         |

**Text:**

Daniels, J. D. and Radebaugh, L. H. (2004). International Business: Environments and Operations, 10<sup>th</sup> Edition. Prentice-Hall, Inc., New Jersey. ISBN: 0-13-121726-7. (referred to as D&R)

**References:**Hill, C. W. (2003). International Business: Competing in the Global Marketplace. 4<sup>th</sup> Edition.McGraw-Hill. (referred to as H)

Griffin, R. W. and Pustay, M. W. (2002). International Business: A Managerial Perspective. FT/Prentice Hall.3<sup>rd</sup> edition.

Griffin, R. W. and Pustay, M. W. (2005).International Business.FT/Prentice Hall.4<sup>th</sup> edition.

Hibbert, E. (1997). International Business Strategy and Operations. MacMillan Press Ltd.

Henry, C. M. and Springborg, R. (2001).Globalization and the Politics of Development in the Middle East.Cambridge University Press.

Rugman, A. M. and Hodgetts, R. M. (2003).International Business.3<sup>rd</sup> Ed. Pearson Education Limited. ISBN: 0-273-67374-2. (referred to as R&H)

Smith, A. (1937). The Wealth of Nations. New York: The Modern Library.

Tayeb, M. (2003). International Management: Theories and Practice. Prentice Hall.

Todaro, M. P. (2000). Economic Development, 7<sup>th</sup> Edition. Pearson Education Limited. ISBN: 0-201-64858-X.