



Course Title: CROSS CULTURAL MANAGEMENT AND MANAGEMENT OF MULTINATIONAL COMPANIES

Course Code: HR609

Credit Units: 3

Level: PG

L	T	P/S	SW/FW	TOTAL CREDIT UNITS
3	0	0	0	3

Course Objectives:

- The course seeks to impart understanding of Cross Cultural Management, so as to be able to relate it to managerial activity in the new geo-economy. The Course Contents provide exposure to the diverse management styles across the globe and impart understanding of different approaches to comparative analysis of each management style.
- The course study provides knowledge of mechanics of doing business abroad. The importance of cultural, economic, political and environmental aspects when doing business abroad is reinstated while highlighting the challenges, which management faces today in a global environment.
- The course also introduces the importance of Business Ethics and how it pertains to social responsibility of Cross Cultural Managers and the role ethics play in the management of transnational companies..
- 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.

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tudent Learning Outcomes:

- **Ability to integrate and apply concepts about managing in different work cultures.**
- **Appreciation cross-cultural and ethical issues faced by managers in global enterprises.**

- **Ability to understand the work culture and management style of Multi National Organisations.**
- **Enhance skill to manage international Business Negotiations**
- **Enhance the ability to work in groups. Provide opportunities for students to exercise leadership skills. Polish verbal and written communication skills, as well as presentation skills through projects.**

Module	Weightage
I Introduction to Cross Cultural Management	
<ul style="list-style-type: none"> • Introduction to the Concept of Cross Cultural Management. • Definition of Culture and Impact of the Culture on International Business 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 Case study of Disney. Lenovo, Wall Mart 	15
Module II Modalities of Cross-Cultural Dimensions	
Descriptors/Topics <ul style="list-style-type: none"> • Modalities of Cross-Cultural Dimensions • Kluckhohn and Strodtbeck's Cultural Dimension • Hofstede's Cultural Dimensions • Trompenaars Cultural Dimensions • Hall and Hall's Cultural Dimension 	20
Module III Styles of Management and its impact on the Cross Cultural Management	
Descriptors/Topics <ul style="list-style-type: none"> • Styles of Management and its impact on the International Business • Japanese Style of Management (Case Study & Video) • German style of Management (Case Study & Video) 	29

<ul style="list-style-type: none"> • French Style of Management (Disney World Case Study) • UK Style of Management (Case Study) 15 • USA Style of Management • Styles of Management in African Countries • Style of Management of Latin American Countries • Indian style of Management • Chinese Style of Management • Australian Style of Management 	
Module IV : Cross Cultural Leadership	
Descriptors/Topics Differences in Managerial Behaviour . Cultural influences on leaders and their behavioural patterns	15
Module V : Business Ethics with focus on Corporate Governance	
Descriptors/Topics Business Ethics and Corporate Governance <ul style="list-style-type: none"> • Business Ethics and Management of Change in the International Organisation • Comparative Analysis of Cultural Patterns in Different Economics and the issues, which affect the good • governance 	15
Module VI Management of Multinational companies	
Descriptors/Topics Management of Multinational Companies - Problems & Prospects of MNCs in an International Environment Culture and Communication Major Obstacles to Intercultural Communication Managing Negotiation with Multinational Companies . Nonverbal Communication Subtle Art of Negotiation	

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:

Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination
100%	NA	100%

Theory Assessment (L&T):

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

Text:

Daniels, J. D. and Radebaugh, L. H. (2004). International Business: Environments and Operations, 10th Edition.

Prentice-Hall, Inc., New Jersey. ISBN: 0-13-121726-7. (referred to as D&R)

Hill, C. W. (2003). International Business: Competing in the Global Marketplace. 4th Edition. McGraw-Hill.

(referred to as H)

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

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Griffin, R. W. and Pustay, M. W. (2005). International Business. FT/Prentice Hall. 4th 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. 3rd 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, 7th Edition. Pearson Education Limited. ISBN: 0-201-64858-X.

Pandey, Janak, Sinha Durganand, (2001), Asian contributions to Cross-Cultural Psych