

Cross-Cultural Management

Course Description

Faculty Instructor: Prof. Shobhana Madhavan

Introduction

The multi-cultural environment in today's workplace provide new challenges to business managers. Globalization has led to an increase in cross-border mergers and acquisitions, strategic alliances, and global relocations. Managing cultural differences is now recognized as a key factor in achieving organizational objectives. Your success in the international arena will be influenced by your cultural intelligence, and your ability to understand both the challenges and the opportunities that the global environment provides. Your course in international business has already exposed you to the subject of globalization and how business practices differ between cultures. This course will help you develop an understanding of the impact of culture on business behaviours and practices.

The course will cover:

- Dimensions of Culture
- Communicating across Cultures
- Negotiating across Cultures
- Multicultural Teams
- Cross-cultural Marketing
- Culture and Human Resource Management
- Motivation across cultures
- Cross-cultural Leadership
- Skills for a Global Manager

Learning Outcomes

At the end of the course each student should be able to:

- a. Appreciate the critical role of culture in international business and the importance of managing cultural differences
- b. Understand the different models of culture used in international management that will help to critically analyze the role of national culture on management practices
- c. Analyze the interacting spheres of culture including organizational culture, professional culture, national culture, and industry culture.
- d. Understand the influence of culture on different functions of management including communication, negotiation, marketing, leadership, motivation, human resource management and teams.
- e. Gain an appreciation of different national cultures
- f. Learn some basic business etiquette and dining etiquette that will help to work in different countries across the globe.

- g. Develop critical thinking and analytical skills through the case studies.
- h. Demonstrate improved cross-cultural competence

Pedagogy

This course seeks to develop both behavioural and cognitive skills. It will do this through multiple methods including in-class exercises, games, videos, lectures, role plays and lessons in etiquette.

Course Evaluation

- 1. Mid-term Quiz - **20 %**
- 2. Case - Role Play (Groups) – **15% (1 Page Summary of Role Play)**
- 3. Class participation – **10%**
- 4. Cross-cultural game (Groups) - **20 %**
- 5. End-term Exam – **35 %**

Useful Websites

www.executiveplanet.com	www.getcustoms.com	www.travlang.com
www.lonelyplanet.com etc	www.geert-hofstede.com	www.kwintessential.co.uk
www.expatscoach.com	AND MANY MORE.....	www.expatfocus.com

Guidelines for Management Game

You have to design a management game that will test the cross-cultural knowledge of participants. *Games which test cross-cultural management skills will be valued more than games which just test general knowledge on cultures.* The game should have a major component with a duration of 25 minutes so that it can be played in class by the rest of your classmates at the end of the semester. Your group may focus on a particular region in the world if it wants or a particular functional area. Complete documentation of the game is to be submitted so that it can be played by anyone even if group members are absent.

Case Write Up and Case Presentation.

Cases will be no fun -- if none of you read them!. The cases are very short..... **so please read them.** The presenting group will introduce the situation to the class and then do a role play. A role play helps to bring out the emotional, cognitive and behavioural dimensions of a situation, in short, it helps to demonstrate your cultural intelligence. Cultural Intelligence (CI) has been defined as the ability to create a fruitful collaboration with people who think and act different from ourselves. At the end of the role play, the group should present answers to specific questions given in the case.

Textbook

Madhavan, Shobhana, 2016, *Cross-cultural Management – Concepts and Cases*, Oxford University Press. Second Edition. New Delhi

References: (On Reserve in the Library)

1. Browaeys, Marie Joelle and Roger Price, 2010, *Understanding Cross-cultural Management*, Pearson Education, New Delhi
2. Sinha, Jai B.P. 2004. *Multinationals in India. Managing the Interface of Cultures*. Sage Publications. New Delhi

Useful Websites

www.executiveplanet.com

www.getcustoms.com

www.travlang.com

www.lonelyplanet.com

www.geert-hofstede.com

www.kwintessential.co.uk

Tentative Schedule of Classes

Sessions 1-4

Introduction to Cross-cultural Management

Reading: Chapter One.

Session 5-8

Dimensions of Culture Edward Hall, Geert Hofstede; Kluckhohn and Strodtbeck; Trompenaars

Reading: Chapter 2, The Dimensions of Culture

Session 9-10

Communicating across cultures

Reading: Chapter 3

Session 11- 12

Cross-cultural Negotiations *Reading: Chapter 5*

Group 1 Case: *Canadian Outdoor Recreational Equipment*

Session 13-16

Marketing Across Cultures *Reading:* Chapter 4

Quiz / Group 2 Case

Session 17-18

Motivation across Cultures *Reading* – Chapter 6

Group 3 Case: *When Commoners Take Over Loyalty: MexCem's Takeover of Royal British Cement Company*

Session 19-20

Managing the Interface of Cultures

Session 21-22

Human Resource Management and Culture

Reading – Chapter 7 Cultural Dimensions of Human Resource Management

Exercise – *Who to Hire*

Session 23-24

International Assignments and Expatriate Management

Reading – Chapter 9

Group 4 Case: *When Calm Meadows Turn Stormy: The Challenges of Being an Expatriate in India*

Session 25

Managing Global Teams *Reading* – Chapter 8

Video – Building Multicultural Teams

Session 26

Dining Etiquette

Session 27-29

Group Projects – Games

Session 30

Wrap Up

Buena Suerte !

Bon chance !