

SCHOOL OF BUSINESS STUDIES
CENTRAL UNIVERSITY OF KASHMIR
MBA-HR05 Cross-Cultural and Global Management
CURRICULUM TRANSACTION STRATEGY

By: Dr. Mushtaq Ahmad Lone, Sr. Assistant Professor (Management Studies, Central University of Kashmir).

| Course Code | Title of the Course | Type of course | Credits | Max. Marks CIA | Max. Marks External |
|-------------|--------------------------------------|----------------|---------|----------------|---------------------|
| MBA-HR-05 | Cross-Cultural and Global Management | C | 4 | 40 | 60 |

| Unit-I | Topic | Methodology | No of Classes needed |
|--|---|-------------------------------|----------------------|
| Introduction to Cross-Cultural Management | International Management and Culture: Significance of Culture for International Management; Factors that Influence Management Decision-Making; | Lecture/PPT | 5 |
| | Strategic Decision-Making-the PESTEL Framework; Significance of Culture in Strategic Decision-Making, | Lecture/PPT/Group Discussions | 4 |
| | Comparing Cross-Cultural and International Management, Implications for International Management Practice | Lecture/PPT/Case Studies | 4 |
| Learning outcome | After studying this unit the student should be able to understand the Impact of Culture on functioning of Cross Cultural Business. The students should be able to understand different aspect of a culture. | | |
| Reference Material | <ul style="list-style-type: none"> ➤ Shobhana Madhavan: Cross Cultural Management: Oxford University Press. ➤ Hofstede, G.: Cultures Consequence: International Differences in Work Related Values: Sage. | | |

| Unit-II | Topic | Methodology | No of Classes needed |
|---------------------------|--|---------------------------|----------------------|
| Comparing Cultures | Group as a Basic Unit for Comparative Cultural Analysis; Identifying and Responding to Differences in Culture- | Lecture/PPT/Case Studies | 4 |
| | Hofstede Model, Kluckhohn-Strodbeck Model; Hall's Model of High and Low Context Cultures | Lecture/PPT/Case Studies | 3 |
| | Comparing National Cultures and implications for Business across Countries | Lecture/PPT/ Case studies | 3 |
| Learning outcome | The student should be able to analyse and differentiate between cultural values, norms, beliefs etc. the students should be able to label the various countries on the basis of the cultures prevalent. | | |
| Reference Material | <ul style="list-style-type: none"> ➤ Hofstede, G.: Cultures Consequence: International Differences in Work Related Values: Sage. ➤ Mead, R.: International Management-Cross Cultural Dimensions: Camb, Mass, Blackwell | | |

| Unit-III | Topic | Methodology | No of Classes needed |
|--------------------------------|--|--------------------------------|----------------------|
| Movement in the Culture | Movement in the Culture: Culture as a Factor in People's Response to Change; Recognising the Significance of Movement in Culture | Lecture/PPT/ Group Discussions | 4 |
| | How Economic Factors Influence Movement in National Cultures | Lecture/PPT/Group Discussions | 3 |
| | How Foreign Intervention Causes Shifts in Local Cultures | Lecture/PPT/Case Studies | 3 |

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| Learning outcome | After the completion of this unit the student should be able to understand how people respond to change in cultural values, norms, beliefs etc. Besides students should be able to understand the impact of various factors like economic factors in changing the local cultures and their impact on business. |
| Reference Material | <ul style="list-style-type: none"> ➤ Jackson T. International HRM: A Cross-Cultural Approach, London: Sage. ➤ 2. Richard Mead and Tim G Andrews. International Management: Culture and Beyond, Chichester UK: John Wiley & Sons. |

| Unit-IV | Topic | Methodology | No of Classes needed |
|-------------------------------|--|---|----------------------|
| Organisational Culture | Organisational Culture: Culture and Organisations; Controlling Organisational Cultures; | Lecture/PPT | 4 |
| | Defining and Comparing Organisational Cultures; | Lecture/PPT/ Case Studies | 4 |
| | Influence of National Cultures on Organisational Cultures | Lecture/PPT/ Case Studies/Group Discussions | 3 |
| Learning outcome | The students should be able to understand the organisational culture, define the culture on an organisation. Further students should be able understand how national culture influences the creation of an organisational culture. | | |
| Reference Material | <ul style="list-style-type: none"> ➤ Jackson T. International HRM: A Cross-Cultural Approach, London: Sage. ➤ Adler, N.J.: International Dimensions of Organizational Behavior: Boston, Publishing. | | |

| Unit-V | Topic | Methodology | No of Classes needed |
|----------------------------------|---|--------------------------------------|----------------------|
| Culture and Communication | Successful Communication across Cultures; Appropriate' Communication Within and Across Cultures? Interpreting Contexts for Management Communications within and Across Cultures; | Lecture/PPT/Case Studies/Role Plays | 4 |
| | Cross-Cultural Significance of Non-Verbal Communication (NVC); Cross-Cultural Management Communications: Practical Implications | Lecture/PPT/ Case Studies/Role Plays | 4 |
| Learning outcome | The student should be able to understand, demonstrate and interpret cross cultural communication skills. Further a student should be able to compare and contrast cross cultural communication styles. | | |
| '' | <ul style="list-style-type: none"> ➤ Shobhana Madhavan: Cross Cultural Management: Oxford University Press. ➤ G.: Cultures Consequence: International Differences in Work Related Values: Sage. | | |

Major Learning Outcomes:

At the end of the semester the student will be able to:

- Understand the role and influence of culture for MNCs.
- Demonstrate key Communication skills needed to be successful manager across countries.
- Apply the introduced conceptual frameworks, theory and techniques of analysing countries so as to understand the way business is done across cultures.
- Analyze the relevance of each component in cross cultural communication process.

ACIVITIES:

- Case studies
- Assignments
- Worksheets
- Presentations
- Group Discussions
- Role Plays

Points for discussion:

- Understanding the Importance of Cross Cultural Management for managing business across countries.
- Giving students the flavour of cross cultural communication and its applications in business world.
- Describe major basis for segmenting markets on the basis of National Cultures.
- Understand employees, consumers and other stakeholders based on their cultural orientation.
- Understand the impact of culture on various organisational practices.

Suggested Readings:

- Jackson T. International HRM: A Cross-Cultural Approach, London: Sage.
- Richard Mead and Tim G Andrews. International Management: Culture and Beyond, Chichester UK: John Wiley & Sons.
- Mead, R.: International Management-Cross Cultural Dimensions: Camb, Mass, Blackwell
- Shobhana Madhavan: Cross Cultural Management: Oxford University Press.
- Dowling, P. J.: International Dimensions of Human Resource Management: Wadsworth.
- Hofstede, G.: Cultures Consequence: International Differences in Work Related Values: Sage.
- Adler, N.J.: International Dimensions of Organizational Behavior: Boston, Publishing.

Journals:

- International Journal Of Cross Cultural Management, International Journal of Human Resources Management, Harvard Business Review