Gyanmanjari
Innovative University

Subject: Cross Culture Management- MBAIB13510

Type of course: Major (Core)

Prerequisite:

Students should have Basic Understanding of Management & Business Concepts along with Cultural Awareness & Sensitivity.

Rationale:

This Course equips the students with the knowledge and skills needed to understand, manage, and leverage cultural diversity in global business environments. Understanding cross-cultural dynamics is crucial for effective communication, negotiation, and leadership in international business contexts..

Teaching and Examination Scheme:

Teaching Scheme			Credits	Examination Marks					Total Marks
CI	T	P	C	Theory Marks		Practical Marks		CA	
				ESE	MSE	V	P	ALA	
04	00	00	04	60	30	10	00	50	150

Legends: CI-Classroom Instructions; T – Tutorial; P - Practical; C – Credit; ESE – End Semester Examination; MSE- Mid Semester Examination; V – Viva; CA - Continuous Assessment; ALA-Active Learning Activities.

Course Content:

Sr. No	Course content	Hrs.	% Weightage
1	**Introduction** • Determinants of Culture • Facets of culture • Levels of Culture • National Cultural dimensionsin the business context • The influence of National Culture on business culture. • BusinessCultures: East and West.	15	25
2	**Cultural Dimensions and Dilemmas** • Value orientations and Dimensions • Reconciling cultural dilemmas • Culture and Styles ofManagement • Management tasks and cultural values.	15	25
3	**Cross-Cultural Leadership and Decision Making** • Culture and corporate structures • Leadership styles across cultures • Cultural influences on decision-making processes • Cultural-change in Organizations • Conflict resolution in cross-cultural contexts	15	25
4	**Culture and Communications** • Business communication across cultures • Barriers to intercultural communication • NegotiatingInternationally. **Cross Cultural Team Management** • Working with International teams • Groups processes during international encounters • Developing Intercultural relationships.	15	25

Continuous Assessment:

Sr. No	Active Learning Activities	Marks
1	**Cultural Diversity Interview:** Students will interview a person from a different cultural background and ask about their work culture, communication style, and business etiquette. They will summarize their findings in a one-page PDF and upload it on the GMIU Web Portal.	10
2	**Cultural Greetings Research:** Students will find how people greet in different countries (e.g., handshake, bow, hug) and list five examples. They will upload their findings as a PDF on the GMIU Web Portal.	10
3	**Famous Cross-Cultural Business Failures:** Students will find one example of a company that failed in another country due to cultural misunderstandings (e.g., Pepsi in China). They will write a short report and upload it on the GMIU Web Portal.	10
4	**Global Companies and Culture:** Students will choose a multinational company and research how it adapts to different cultures (e.g., McDonald's menu in different countries). They will write a short summary and upload PDF on the GMIU Web Portal	10
5	**Case Study Analysis:** Students will analyze real-world business cases involving cross-cultural challenges provided by the faculty. They will identify key issues, propose solutions, and present their findings. Each group will submit a PDF report on the GMIU Web Portal.	10
	Total	50

Suggested Specification table with Marks (Theory):60

Distribution of Theory Marks					
(Revised Bloom's Taxonomy)					
Level	Remembrance (R)	Understanding (U)	Application (A)	Analyze (N)	Evaluate (E)	Create (C)
Weightage	20%	30%	15%	15%	20%	0%

Note: This specification table shall be treated as a general guideline for students and teachers. The actual distribution of marks in the question paper may vary slightly from above table.

Course Outcome:

After learning the course, the students should be able to:	
CO1	Understand the fundamental concepts of cross-cultural management, including cultural dimensions, diversity, and their impact on global business.
CO2	Develop strategies for effective cross-cultural communication, teamwork, and leadership in multinational organizations.
CO3	Analyze the challenges and best practices in managing cultural differences in negotiation, decision-making, and organizational behavior.
CO4	Evaluate real-world case studies of cross-cultural business interactions and propose solutions for overcoming cultural barriers.

Instructional Method:

The course delivery method will depend upon the requirement of content and the needs of students. The teacher, in addition to conventional teaching methods by black board, may also use any tools such as demonstration, role play, Quiz, brainstorming, MOOCs etc.

From the content 10% topics are suggested for flipped mode instruction.

Students will use supplementary resources such as online videos, NPTEL/SWAYAM videos, e-courses, Virtual Laboratory

The internal evaluation will be done on the basis of Active Learning Assignment

Practical/Viva examination will be conducted at the end of semester for evaluation of performance of students in the laboratory.

Reference Books:

[1] Marie-joelle Browaeys and Roger Price: Understanding CCM, Pearson.
[2] David C:Thomas: Cross Cultural Management, 2/e, Sage Publications.
[3] Nigel Holdon, CCM: Knowledge Management Perspective, Pentice Hall.
[4] Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge.