Cross-Cultural Management

Elective Proposal for PGPII Term VI / (also open to PGSEM/EPGP)
Area: OB/HRM
Credits: 3
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Course Overview:

This course is designed to provide you with a greater understanding of organizational behaviour in a competitive global marketplace and the importance of a global mindset. The focus of the course will be to see culture as the organizing principle of human behaviour, and to help you appreciate how cultural identity affects business relationships, job performance, and the managers’ own effectiveness. Current trends in global management practices will be emphasized.

Rationale:

Recent decades have seen many significant advances in scientific research in cross-cultural psychology. Cross-cultural psychologists dealing with organizational issues attempt to develop theories that are grounded in established scientific knowledge and that can be tested empirically, in other words, that can be tested through scientific observation and experimentation. This scientifically-grounded knowledge is an asset for Global Managers when cross-cultural encounters—in real and virtual platforms—potentially make or break the deal. The setbacks suffered by Disney in France, and Chrysler and Walmart in Germany are classic examples of cross-cultural clashes.

Course Objectives:

This course is designed to help you:

- gain a comprehensive understanding of how and why cultural groups differ.
- develop sensitivity to cultural variations in thinking, feeling, and behaving.
- learn management and interpersonal skills to reckon, predict, and leverage cultural differences.
- develop an appreciation for the global mindset vis-à-vis Indian cultural identity.
- know more about diverse national cultures and countries from class projects and presentations.

Study Material
Required Text:
The supplementary readings, including book chapters, case studies, and journal articles will be provided in the course pack. The course would be conducted via a diverse mix of pedagogical tools, such as case studies, videos, and team exercises and role plays.

**Performance Assessment:**
- Mid-term exam: 30%
- End-term exam: 30%
- Team Presentations and Project: 40%

*Exams*: in-class, closed-book, comprising multiple-choice and/or short answer questions.

*Team Presentations and Project*: Students will be assigned to three-member teams. Presentations and project will mainly involve analysis of a business case. Details will be given in class at the beginning of the term.

**Tentative Course Schedule and Readings:**
*(the chapters refer to the text book)*

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<tr>
<th>Session</th>
<th>Topic</th>
<th>Readings/Cases</th>
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| 1       | Introduction and Course Preview | - Chapter 1  
- Varma, P. *Becoming Indian*, chapter 7 |
| 2       | Culture and Thinking Styles | - Sen, A. *The Argumentative Indian*, chapter 1, 6  
- Nisbett, R. *The Geography of Thought*, chapter 1 |
| 3-4     | Dimensions of Cultural Differences | - Chapter 2  
- Perspectives on Psychological Science, Vol 10, 2010  
  - *Current Perspectives in the Study of Personality Across Cultures*  
| 5-6     | Cross-cultural Communication | - Chapter 3  
| 7-8     | Culture & Marketing | - Chapter 4  
- Case: *India's Best Marketers: Consumer Psychologists or Marketing Wizards?* *IBS-CDC*, 2010 |
| 9-10    | Negotiating Globally | - Chapter 5  
- Frank L. Acuff, *What Makes Global Negotiations Different?* *In How to Negotiate Anything with*
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<th>Page</th>
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| 11-12 | Global Leadership | - Chapter 6  
- Case: Alon, Ilan, Higgin *Global Leadership Success Through Emotional and Cultural Intelligences*, HBR, Nov 15, 2005 |
| 13 | Global Assignments: Expatriates and Sojourners | - Chapter 9  
- Case: Silvio Napoli Cross Cultural Management, Christopher A. Bartlett |
| 14 | Work Motivation: the Cultural Lens | - Chapter 6  
| 16-17 | Heuristics for Cultural Specifics in Six World Regions | - Harris & Moran. Chapter 10-15  
Doing Business with North Americas, Latin Americas, Asians, Europeans, Middle Easterners, Africans |
| 18-20 | Project Presentations+ Guest Speaker | - |