



MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT

(AN AUTONOMOUS INSTITUTION)

(Approved by AICTE, New Delhi & Affiliated to JNTUH, Hyderabad)

Accredited by NAAC with 'A' Grade & Recognized Under Section 2(f) & 12(B) of the UGC act, 1956

COURSE CONTENT

CROSS CULTURAL MANAGEMENT								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
25MB006C	Open Elective	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic Knowledge about Cross Cultural Management								

COURSE OVERVIEW:

This course provides a comprehensive understanding of cross-cultural management in the global business environment. It examines how national culture influences business practices, leadership styles, communication patterns, negotiation strategies, and team management. The course explores cultural dimensions, value orientations, organizational culture, intercultural communication barriers, and conflict management in international settings. It equips students with knowledge and skills required to effectively manage multicultural teams and operate in global organizations.

COURSE OBJECTIVES:

- To explain the importance of cross culture in the conduct of business.
- To elucidate various aspects in reconciling cultural dilemmas, culture and styles of management.
- To explain the relationship between culture and organizations.
- To impart knowledge on cross-cultural business communications and identify barriers to intercultural interactions and international negotiations.
- To understand processes in international settings and approaches to cross-cultural team management.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Identify determinants, facets, levels, and national dimensions of culture influencing business practices.
2. Interpret cultural dimensions with dilemmas affecting managerial styles, value orientations in organizations.
3. Analyze organizational culture influencing leadership, strategy, marketing and corporate structure.
4. Evaluate communication patterns for negotiation behaviours within intercultural business contexts.
5. Develop intercultural competence enhancing collaboration and conflict resolution in international teams.

Unit – I: Introduction: Determinants of Culture, Facets of Culture, Levels of Culture, National Cultural Dimensions in the Business Context. The Influence of National Culture on

Business Culture. Business Cultures: East and West.

Unit – II: Cultural Dimensions and Dilemmas: Value Orientations and Dimensions, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values.

Unit – III: Culture and Organizations: Culture and Corporate Structures, Culture and Leadership, Culture and Strategy, Cultural Change in Organizations, Culture and Marketing, Cultural Diversity.

Unit–IV: Culture and Communications: Business Communication across Cultures, Barriers to Intercultural Communication, Negotiating Internationally.

Unit –V: Cross Cultural Team Management: Working with International Teams, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships.

TEXT BOOKS:

1. Marie-Joelle Browaeys and Roger Price, *Understanding Cross-Cultural Management*, 4th Edition, Pearson Education, 2019.
2. David C. Thomas, *Cross Cultural Management: Essential Concepts*, 4th Edition, Sage Publications, 2017.
3. Nigel Holden, *Cross Cultural Management: A Knowledge Management Perspective*, Prentice Hall, 2012.
4. Parissa Haghirian, *Multinational and Cross-Cultural Management*, Routledge, 2012.
5. Richard Mead, *International Management: Cross Cultural Dimensions*, 3rd Edition, Blackwell Publishing, 2015.

REFERENCE BOOKS:

1. **S. K. Chakraborty**, *Management Transformation by Values*, Sage Publications, New Delhi, 1990.
2. **Manuel G. Velasquez**, *Business Ethics: Concepts and Cases*, 6th Edition, PHI Learning, 2009.
3. **S. K. Chakraborty**, *Ethics in Management – Vedantic Approach*, Oxford University Press, 1995.
4. **Geert Hofstede, Gert Jan Hofstede & Michael Minkov**, *Cultures and Organizations: Software of the Mind*, McGraw Hill.
5. **Deresky Helen**, *International Management: Managing Across Borders and Cultures*, Pearson Education.

ELECTRONIC RESOURCES:

1. NPTEL Courses on Cross Cultural Management – <http://nptel.ac.in>
2. SWAYAM Online Courses – <http://swayam.gov.in>
3. Harvard Business Review Articles – <http://hbr.org>

4. TED Talks on Cultural Intelligence – <http://www.ted.com>
5. Hofstede Insights (Cultural Dimensions) – <http://www.hofstede-insights.com>
6. YouTube Lectures on International Business & Cross Cultural Management
7. Google Scholar for Research Articles – <http://scholar.google.com>

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
9. Lecture notes
10. PowerPoint presentation
11. Drishya Siksha Sangrah (DSS) Videos

