



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

CROSS CULTURAL MANAGEMENT								
I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD08	Elective	L	T	P	C	CIA	SEE	Total
		3	0	-	3	40	60	100
Contact Classes: 40	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 40			
Prerequisite: Basic concepts of management								

### I. COURSE OVERVIEW:

This course is designed to provide the knowledge and skills necessary to understand, navigate, and effectively manage in a diverse and global business environment. It focuses on cultural differences, their impact on business practices, and strategies for successful cross-cultural collaboration.

### II. COURSES OBJECTIVES:

#### The students will try to learn:

- I. The importance of cross culture in conduct of business.
- II. The various aspects in reconciling cultural dilemmas, culture and styles of management.
- III. The culture and corporate structures.
- IV. The business communication across cultures.
- V. The cultural aspects while working with international teams.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Identify and explain the determinants of culture, including historical, geographical, and social factors.
- CO2 Analyze the interplay between culture and management styles, specifically management tasks and cultural values.
- CO3 Recognize the importance of cultural diversity in organizational settings and its implications for inclusion and performance.
- CO4 Analyze the impact of culture on marketing strategies and product adaptation.
- CO5 Explore common barriers to intercultural communication and strategies for overcoming them.
- CO6 Develop strategies for understanding and dealing with conflicts stemming from cultural differences.

### IV. COURSE CONTENT:

#### MODULE - I: INTRODUCTION TO CULTURE (09)

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.

#### MODULE - II: CULTURAL DIMENSIONS AND DILEMMAS (09)

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

#### MODULE - III: CULTURE AND ORGANIZATIONS (12)

Culture and Corporate Structures, Culture and Leadership, Culture and Strategy, Cultural Change in Organizations, Culture and Marketing, Cultural Diversity.

#### **MODULE - IV: CULTURE AND COMMUNICATIONS (08)**

Business Communication across Cultures, Barriers to Intercultural Communication, Negotiating Internationally.

#### **MODULE - V: CROSS CULTURAL TEAM MANAGEMENT (07)**

Working with International Teams, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships.

#### **V. TEXTBOOKS:**

1. Marie-Joelle Browaeys, Roger Price: Understanding Cross-Cultural Management, Pearson, 4e, 2019.
2. David C. Thomas: Cross Cultural Management, Sage Publications, 4e, 2017.
3. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
4. Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.
5. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.

#### **VI. REFERENCE BOOKS:**

1. Chakraborty S.K., "Management Transformation by Values", New Delhi, Sage Publication, 1990.
2. Velasquez, "Business Ethics, Concepts & Cases", 6<sup>th</sup> edition, PHI, 2009.  
Chakraborty, S.K., "Ethics in Management-Vedantic Approach", New Delhi, Oxford India Ltd. 1995.

#### **VII. WEB REFERENCES:**

1. <https://www.pdfdrive.com/indian-ethos-and-business-ethics-ver01-e34424691.html>
2. <https://www.pdfdrive.com/business-ethics-as-practice-ethics-as-the-everyday-business-of-business-e185421524.html>.

#### **VIII. E-TEXT BOOKS:**

1. <https://www.pdfdrive.com/indian-ethos-and-management-e34424686.html>.
2. <https://www.pdfdrive.com/business-ethics-as-practice-ethics-as-the-everyday-business-of-business-e185421524.html>.
3. <https://pdfcoffee.com/indian-ethos-and-value-mbazadmdu-pdf-free.html>
4. <http://www.himpub.com/documents/Chapter2059.pdf>
5. <https://www.proquest.com/openview/0659629308ca7f1cf32c7ccd10afe0/1?pq-origsite=gscholar&cbl=546310>
6. <https://himadri.cmsdu.org/documents/IndianEthos.pdf>