Introduction

This course offering is an outcome of requirements of CEMS-MIM program. Common
goals of IIMC and CEMS-MIM indicate development of a managerial mindset that is ready to take
on the challenges posed by multi-cultural environment. This ability to work with people from
different cultures has been found to be an important predictor for team success in multicultural
business environment. Those skilled in mitigating such challenges are expected to stand a better
chance in some of the most important tests on or off campus. This course introduces the
participants to the basics of what it takes to create a mindset conducive to managing across cultural
boundaries. It would then build the perspective to develop the necessary skills for managing and
leading businesses in cross-cultural context.

Keeping this in mind, the course is designed primarily to sensitize the participants towards,
(i) basic issues in deciphering, understanding and managing intricacies faced in interactions among
people from different cultures, and (ii) expose participants to management practices and leadership
qualities in major cultural clusters in the world.

The idea is to develop an attitude of understanding other people’s assumptions, beliefs and
values that are rooted in their own culture.

The requirements of managers form the bedrock of this course. Therefore, the course
includes tools such as cases from real business situations, simulations to drive home the need for
sensitization. Most of times we shall have data based discussions before we arrive at a more plausible
conclusion. An open mind would help in better understanding the cases and deciphering the
learning(s) therein.

Participant Profile

Participation in this course is open to all relevant student members. Some exposure to cross-
cultural context is desirable though not compulsory. Students from varied cultural backgrounds are
encouraged to join. Having a multicultural group coming together to discuss cross cultural issues is
in itself an interesting and learning experience.

Pedagogy

The pedagogy for this course would involve a mix of readings, film watching, case studies,
group presentations, field exercises, guest speakers from industry, and in-class simulations to
highlight the need for and issues involved in understanding someone foreign or from a foreign
culture.

Instruction Philosophy
The coordinator believes that such subjects cannot be taught. They can only be learned with individual effort to observe, explore, and distill own learning points. Learning can happen only if people wish to experience and have an open mind conducive to exploration.

The topic involved demands open discussions to share information about own assumptions and at times look into ourselves. Therefore, this course would follow Socratic philosophy of instruction to honour the spirit of the subject at hand. Instructor in this course would act as a facilitator for raising issues and moderating their discussion. Meaningful class participation would be encouraged.

Course Text

Text Book: International Organizational Behavior – Nancy Adler with Alice Gunderson

Since this course is based on the premise that people learn out of interest, it is difficult to suggest a series of compulsory readings. A large part of texts and other reading material is determined by enthusiasm of the class, direction of discussion, and questions with participants. Hence, other articles and readings shall be assigned from time to time. Reading is left to individual participants. Those interested may approach the instructor for clarification and discussion.

Module Outline

Module 1: Understanding basics (4 sessions)
Exploration Issue: What do I look for when I study cultures?
Part 1: The need for a Global Mindset, What does culture mean?
Understanding different levels of culture
How does culture evolve?
A short simulation

Part 2: Influence of culture on decisions
Case Study: Road to Hell

Part 3: Culture and the Self (Guest Faculty – Prof. LeenaChatterjee)
Exploration Issue: How does culture impact the self?
How does culture influence perceptions, attitudes, and an individual’s interactions with others?
Reading: “Independent and Interdependent Self” – Hazel R. Markus &ShinobuKitayama (PB, 1991)
Chapters 1, 2 from Adler

Module 2: Experiencing differences (2 sessions)
Bafa-Bafa simulation (double session, to be announced by PGP office after registration)

Module 3: Differences in practices, us (4 sessions)
Exploration Issue: We are same, yet different
Part (i). A presentation on culture of choice (by the group). Including on prevalent business and leadership practices in a cultural cluster. You will be encouraged to bring in videos, your experiences, real-life evidence through secondary sources, enactment of situations via short act, etc. Max time will be 20 minutes each. **The presentation will be graded. (20%)**

**IN CLASS PRESENTATION.**

**Learning from Practice**

Interaction with Guest Faculty (Joint team of a successful first generation Indian entrepreneur + Head – Exports of his business, on their success of running business in over 70 countries)

*Tentative: Depending on timing of guest faculty*

**Module 3: Dilemmas in cross cultural communication, (1 session)**

*Exploration Issue: Cross cultural complexities in communication*

Chapters 3 and 4 from Adler

**Case Study:** Intersoft of Argentina (A)

**Module 4: Being an expatriate (1 session)**

*Exploration Issue: What to do when you are posted abroad?*

**Case study:** Joe Willis feels the heat in Thailand (A)

Chapters 6 and 7 from Adler

**Module 5: Cross cultural negotiation (2 sessions)**

*Exploration Issue: How to win*

**Tripartite Negotiation game**

(doubble session, to be announced by PGP office after registration)

**Module 6: Project work ( 2 sessions)**

Every participant will be required to interview at least three culturally different participants on campus. You also need to observe how people from other cultures are products of their own cultures. You are required to find out various assumptions about living life that exist within your group. You will then compare these with your own cultural assumptions. The output will be an individual report on various differences in own ways of life; and the reasons those differences come about. The individuals need to write what differences they found out; and how do they plan to handle them in future. **This will be evaluated (30%, will be counted in learning diary.)**

Submission length – min. – 10 pages, max: 30 pages (1.5 line spacing).

The class timings can be used for this work. No classes this week.

Learning diaries are due in the last session of the course.

**Module 7: Handling business uncertainty, sensemaking across contexts (2 sessions)**

**Learning from practice**

Interaction with Guest Faculty (VP at Deloitte, Established consultant, author of journal articles, practitioner and thinker)
Module 8: Special topic: Corporates vs. Governments in International Context (1 session)
Exploration issue: Resolving conflicts with powerful governments
Case Study: Google and the Government of China
Chapter 5 from Adler

Module 9: Integration (1 session)
Wrap up of the course, integration, and way forward in cross-cultural life

Evaluation Criteria
This course would use multiple evaluation criteria as described below:
1) Meaningful class participation – 20%
2) Learning diary – 30%
3) Group Assignments – Presentations and reports – 25%
4) End-Term exam – 25%

Few instructions:
i. All components will be graded as letter grades that range from A+ to F.
ii. Late submissions will be accepted with two grade drops.
iii. Failure to submit will lead to “Course Incomplete” or “I” grade.
iv. Detailed instructions on page requirements will be posted on course web.

Discussion questions for cases will be handed over via moodle for easy online access in the previous week.
Feel free to clarify doubts, if any, with the instructor.

Note: This is a broad outline of the course. The instructor might make some changes in the outline as necessary.