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Cross-Cultural Management: Concepts & Cases- Shobhana Madhavan

Case Study



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Introduction

With globalization being the talk of the day, we realize that the businesses have evolved themselves to obliterate the boundaries across the countries and bring their human resources under one culture. To integrate the people it is required for the businesses and individuals involved to manage diversified culture. This in itself calls for understanding cross-cultures.

About the Author

Author, Shobhana Madhavan is an Associate Professor at Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, who is extremely passionate about cross-cultural management.

About the book

The book under review published by Oxford University Press is a guide for all the business and entrepreneurs, academicians and students who wish to go global and intend to make their business successful at international levels.

The book encompasses various issues to be considered while dealing with the diversified cultures. It gives the readers the basic understanding of what culture is and how important it is for businesses today to analyze as they are operating in a cross-cultural world. The author explains how crucial is cross-culture management in international business and an

on-going debate on convergence or divergence of cultures is being examined.

The author throws some light on the different dimensions of the culture like national culture which again interacts with many spheres like corporate culture, industry culture, functional and professional culture along with the societal culture using international frameworks developed by the experts. India being diverse in itself it becomes interesting to read the observations of the author on Indian diverse culture interacting with various other cultures.

As we go further with the book, it describes the importance of communication in culture. It seeks answers for how barriers for cross-cultural understanding can be flounced away with the help of communication. It also analyses how important are language and culture when one deals with the international markets. The author makes it understand with the help of various examples, as to how improper communication and language can make or mar business at global markets.

The book discusses the influence of history, geography and politics on culture and marketing. Also the importance of culture in the marketing mix and the entire marketing process are enunciated. Further, a negotiation framework with multiple variables for understanding cross-cultural negotiations is given by enumerated how

the 'negotiating styles' differ with different countries and their culture.

The author tries to draw the attention on the various motivational and leadership theories presented across the works like the Maslow's theory, the expectancy model and the equity theory which are the outcomes of the culture and the influence of the culture on their practice.

Cultural Dimensions of HRM, in the book, brings out the complexity of international HRM, issues like recruitment, selection, induction, training, compensation, performance management, and labor relations are discussed in detail with various examples like the case of Bharat Forge, VSNL, TCS and Crompton Greaves.

The book also enlightens the readers about the various issues and challenges involved in managing global teams and global virtual teams and the strategies adopted- both task and process strategies have been discussed at length.

A special mention has to be made regarding the international assignments and Expatriate management discussed in the book. An overview of expatriate and their management, the reasons for their failure has been done in the book by explaining about the 'class of expatriates in Saudi Arabia'. The book also elaborates on repatriation, foreign assignments, and Dual-couple careers- the complications and the implications and the role of women as International managers speaks of how women are perceived in different countries.

The last part of the book indulges in what it takes to be a global manager. It outlines the ways in cross-cultural management can be undertaken by larger and smaller organizations by being ethical. The book also illustrates the various ethical dilemmas which a global manager may face in different countries.

Conclusion

Thus this book is an exhaustive guide for practicing cross-cultural management for teams and human resources. It is a valuable contribution to the world of globalization and International HRM where researchers and academicians are trying to unlock the mystery of managing varied people with diverse culture; this book comes up as a step towards the key.