

**INTERNATIONAL CENTRE FOR CROSS CULTURAL RESEARCH AND
HUMAN RESOURCE MANAGEMENT
UNIVERSITY OF JAMMU**

(ICccR & HRM)

REVISED COURSE STRUCTURE

for

**POST GRADUATE DIPLOMA IN
COMPOSITE CULTURE MANAGEMENT
(PGD-CCM)**

ACADEMIC SESSION 2023-2024 ONWARDS



INTERNATIONAL CENTRE FOR CROSS CULTURAL RESEARCH AND
HUMAN RESOURCE MANAGEMENT
UNIVERSITY OF JAMMU

(ICccR & HRM)

REVISED COURSE STRUCTURE
POST GRADUATE DIPLOMA IN COMPOSITE CULTURE MANAGEMENT
(PGD-CCM)

ACADEMIC SESSION 2023-2024 ONWARDS

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Isha Sharma



INTERNATIONAL CENTRE FOR CROSS CULTURAL RESEARCH AND
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Semester-I

Proposed Detailed Syllabus

PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Culture, Society and Organizations

Course No. PGD-CCM-101

Contact Hours: 60

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 20 marks

Semester Examination: 80 marks

(For the examination to be held in Dec 2023, 2024 and 2025)

Course Objectives: The course objectives are:

1. To make the students understand the relationship between culture, society and organizations.
2. To explore the implications of cross-cultural differences on managerial practices and decision-making in multinational settings.
3. To develop an understanding of managing multicultural teams, including the impact of cultural diversity and strategies for creating high-performing teams.
4. To train students to acknowledge the diversity across cultures.
5. To develop cross-cultural skills for effectively handling intercultural situations.

Course Outcomes: The intended course outcomes are:

1. To describe the cultural phenomena and how people vary across cultures globally.
2. To demonstrate multinational decision-making skills.
3. To analyze the fundamentals of cross-cultural interactions and make effective interactions.
4. To illustrate the ability for functioning in multicultural teams.
5. To understand the challenges of managing across cultures in the future.

Unit 1

Culture: Meaning and Concept, Foundations of Culture, Cultural Orientations, Elements of Culture and the Cultural Phenomenon; Culture, Society and Organizations; Cross Cultural Differences and Managerial Implications; Dimensions of Culture: Hofstede and GLOBE; Cultural Diversity and Synergy; Cultural Intelligence (CQ).

Unit 2

Cross-Cultural Management: Meaning and Concepts; National Culture Vs. Organization Culture; Work Behavior and Management Values across Cultures; Multinational Decision-Making: Problem-Recognition, Information Search, Constructing Alternatives, Choice, Implementation and Ethical Decision-Making.

Semester-I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Culture, Society and Organizations

Course No. PGD-CCM-101

Contact Hours: 60

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 20 marks

Semester Examination: 80 marks

(For the examination to be held in Dec 2023, 2024 and 2025)

Unit 3

Managing Multicultural Teams: Multicultural Workforce, Domestic Multiculturalism, Cultural Diversity's Impact on Teams, Conditioning for High-Performing Multicultural Teams, Managing Culturally Diverse Teams; Global Leadership: Leadership Vision, Leadership Theories, Global Leadership Competencies, Contemporary Global Leadership Issues and Challenges.

Unit 4

Fundamentals of Cross-Cultural Interaction: Social Cognition, Stereotypic Expectations, Differential Attributions; Coping with Cultural Differences: Understanding Socialization; Cross-Cultural Interaction Model; Negotiating Globally: Understanding the Negotiation Process, Negotiation Tactics and Negotiating across Cultures: Ethical Challenges.

Unit 5

The Challenge of Managing across Cultures in the Future: Uneven Development, Influence of Transition Economies, Information and Communication Technologies, Pressure on Natural Environment, The Adaption of Organizations and People, The MNO Context; The Future of Organization of Work; Developing Cross Cultural Skills and Abilities.

Note for Paper Setting

The question paper will contain two questions from each Unit (total 10 questions) and the candidates will be required to answer one question from each Unit. Total questions to be attempted will be five. i.e. there will be internal choice within each Unit.

Recommended Books

1. Adler, N. J., & Gundersen, A. (2020). International Dimensions of Organizational Behavior (6th ed.). South-Western College Pub.
2. Thomas, D.C. and Peterson, M.F. (2017): Cross-Cultural Management: Essential Concepts. Sage, New Delhi.
3. Gudykunst, W. B., & Kim, Y. Y. (2017). Communicating with Strangers: An Approach to Intercultural Communication (6th ed.). McGraw-Hill Education.



Semester-I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Culture, Society and Organizations

Course No. PGD-CCM-101

Contact Hours: 60

Duration of Examination: 3 hours

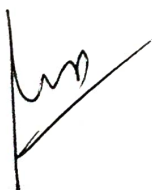
Max. Marks: 100 Marks

Internal Assessment: 20 marks

Semester Examination: 80 marks

(For the examination to be held in Dec 2023, 2024 and 2025)

4. Jandt, F. E. (2019). An Introduction to Intercultural Communication: Identities in a Global Community (9th ed.). SAGE Publications.
5. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). Cultures and Organizations: Software of the Mind (3rd ed.). McGraw-Hill Education.
6. Trompenaars, F., & Hampden-Turner, C. (2012). Riding the Waves of Culture: Understanding Diversity in Global Business (3rd ed.). McGraw-Hill Education.
7. Maznevski, M., & DiStefano, J. J. (2019). International Management Behavior: Global and Sustainable Leadership (8th ed.). Wiley.



Semester I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: International Business Environment

Course No.: PGD-CCM-102

Contact Hours: 60

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

Semester Examination: 80 Marks

(For the examination to be held in Dec 2023, 2024 and, 2025)

Course Objectives: The course objectives are:

1. To understand and apply appropriate frameworks to analyze the international business environment.
2. To develop ability to apply concepts, principles and theories to international business situations.
3. To present a thorough review of the economics and politics of the international trade and investment environment.
4. To identify the implications and impacts of regional treaties on international trade the global business environment.
5. To assess the role played by multinational economic and social aid organizations in facilitating international trade and business.

Course Outcomes: The intended course outcomes are:

1. To explain the concepts in international business with respect to foreign trade/international business.
2. To apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects.
3. To identify how cultural differences restrict and create opportunities for management action, international trade and its forms and theories.
4. To draw implications of cross-cultural, political and ethical issues on global business.
5. To recognize and use relevant analytical tools and international institutions to address issues of importance to international business practice.

Unit 1

An overview of International Business Environment; Global Environment - Political, Economic, Social and Cultural, Legal, Technological, Natural Environment; Globalization forces - Meaning, Dimensions and Stages in Globalizations; Globalization – Advantages, Implications and Impact on Indian organizations.

Semester I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: International Business Environment

Course No.: PGD-CCM-102

Contact Hours: 60

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

Semester Examination: 80 Marks

(For the examination to be held in Dec 2023, 2024 and, 2025)

Unit 2

Theories of International Trade by Adam Smith, Ricardo and Ohlin and Heckler; Managing the Multinational Corporations – Potential and Problems; Multinationals in India - Potential, Need and Problems.

Unit 3

International Business: Opportunities and Threats for International Business in contemporary environment; Foreign Direct Investment (FDI): Introduction, Types of FDI, Policy Framed Work to Promote Foreign Direct Investment, FDI Trends in India; Rise of new Economies like Brazil, Russia, India and China (BRIC) and ASEAN Countries.

Unit 4

Trade Blocks: Types of Integration; European Union, NAFTA, Integration of Developing Countries- SAARC, SAPTA, FTA; WTO - an Overview.

Unit 5

International Economic Organizations: IMF, World Bank, Asian Development Bank; International Trade Centre: role and importance; Export Oriented Units (EOUs) and Special Economic Zones (SEZs) – role and importance.

Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit (total questions to be attempted will be five), i.e. there will be internal choice within each unit.

Recommended Books

1. Francis Cherunilam (2010). International Business, Text and Cases (5th ed.), Prentice Hall of India Private Limited, New Delhi.
2. Rakesh Mohan Joshi (2009). International Business (1st ed.), Oxford University Press.

Semester I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: International Business Environment

Course No.: PGD-CCM-102

Max. Marks: 100 Marks

Contact Hours: 60

Internal Assessment: 20 Marks

Duration of Examination: 3 hours

Semester Examination: 80 Marks

(For the examination to be held in Dec 2023, 2024 and, 2025)

4. P. Subha Rao(2013). International Business, Text and Cases (3rd ed.), Himalaya Publishing House.
5. J. D. Daniels, L. H. Radebaugh, D. P. Sullivan & P. Salwan (2009). International Business- Environment and Operations, (12th ed.), Pearson Publication.



Semester-I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Cross - Cultural Psychology

Course No.: PGD-CCM-103

Contact Hours: 60

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

Semester Examination: 80 Marks

(For the examination to be held in Dec 2023, 2024 and 2025)

Course Objectives: The course objectives are:

1. To introduce the main theories and researches in cultural and cross-cultural psychology;
2. To develop an interest, motivation and skills of primary analysis of cultural specifics of individual and group behavior.
3. To enable students to apply the knowledge of cultural specifics in verbal and nonverbal communication in international working settings.
4. To help students to work and do research in the international environment.
5. To develop the skills of students to reveal and explain the cultural differences.

Course Outcomes: The intended course outcomes are:

1. To identify the meaning and examples of cross-cultural psychology.
2. To identify and examine ways culture impacts our cognition, development, motivations, behaviors, identity, morality, relationships, personality, health, and mental well-being.
3. To read (or view), analyze, and interpret information about cultural psychology from peer reviewed journal articles, online resources, and videos.
4. To increase cultural competence, including knowledge about different cultures and the thought and behavior patterns that are common in these cultures.
5. To enhance the capability of the students to apply the knowledge of cultural measurements to reveal and explain the cultural differences and similarities.

Unit 1

Introduction: Definition, concept, nature and rationale of Cross Cultural Psychology, obscuring the relation between biology, culture, and psychology, current status of cross cultural psychology, digitalization and cultural diversity; application of cross cultural psychology.

Unit 2

Cross-cultural differences- a conceptual model of cross differences in western and eastern cultures, Individualism- Communalism, Cognitivism- Emotionalism, Free-will – Determinism, Materialism- Spiritualism: features, composition and differences.

Semester-I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Cross - Cultural Psychology

Course No.: PGD-CCM-103

Contact Hours: 60

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

Semester Examination: 80 Marks

(For the examination to be held in Dec 2023, 2024 and 2025)

Unit 3

Methodological issues in cross cultural psychology, general methodological approaches to cross cultural psychology, experimental and non-experimental methods, theoretical approaches to cross cultural psychology, process of research in cross cultural psychology, the etic-emic dilemma, the pseudo- etic approach and psychology of cultural shock.

Unit 4

Intercultural perception and interaction, perceiving oneself, words and language; thinking as a cultural process, three logical processes in human reasoning, social control through deductive reasoning, generalization and indeterminacy, unity of reasoning through abduction, overcoming uncertainties, strategic uses of reasoning, challenges for cross cultural psychology: contact zones between cultures.

Unit 5

Family structures and child rearing practices, defining family, variations in family structures, contemporary family structures in western cultures, impact of digital era on family life in India and concept of pop culture. Doing research in India: understanding day to day social behavior of Indians, conflicting social and ethical problems, doing research in cities vs villages, ethical issues.

Note for Paper Setting

The question paper will contain two questions from each unit (total 10 questions) and the candidates will be required to answer one question from each unit (total questions to be attempted will be five), i.e. there will be internal choice within each unit.

Recommended Books

1. Eric B. Shiraev, David A. Levy (2020). Cross-Cultural Psychology- Critical Thinking and Contemporary Applications, 7th Edition. Routledge

Semester-I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Cross - Cultural Psychology

Course No.: PGD-CCM-103

Contact Hours: 60

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

Semester Examination: 80 Marks

(For the examination to be held in Dec 2023, 2024 and 2025)

2. Kenneth D. Keith (2019) Cross-Cultural Psychology: Contemporary Themes and Perspectives, 2nd Edition. Wiley-Blackwell.
3. Valsinger, J. (2007). Culture in Minds and Societies: Foundations of Cross Cultural Psychology. New Delhi: Sage.
4. Laungani, P.D. (2007). Understanding Cross Cultural Psychology. New Delhi: Sage.
5. Berry, J.W.; Poortinga, Y.H.. et. at. (Eds) (1997). Handbook of Cross- Cultural Psychology. 2 nd Ed. 3 Volumes. Boston: Allyn and Bacon.



Semester-I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management

Course Title: Diversity Management

Course No: PGD-CCM-104

Contact Hours: 60

Duration of Examination: 3 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

Semester Examination: 80 Marks

(For the examination to be held in Dec 2023, 2024 and 2025)

Course Objectives: The course objectives are:

1. To describe current perspectives on the relationships among diversity and inclusion in global organizations
2. To evaluate the aspects of your identity and personal experiences that shape how you interact and engage with others and how they interact and engage with you in organizations
3. To explain how issues of privilege and bias influence opportunity and effectiveness in global organizations
4. To propose ways to make relationships across differences in organizations more effective
5. To analyze a company's current approach to leading diversity and use content from this course to propose ways to enhance learning and effectiveness in that company

Course Outcomes: The intended course outcomes are:

1. To have built a mindset that appreciates and leverages diversity in international organizations.
2. To demonstrate an integrative understanding of the social, cultural and ethical issues involved in cross- cultural management.
3. To address and acknowledge cultural diversity and how its benefits can be tapped for effective organizational functioning.
4. To effectively engage in a cross- cultural interactions and negotiations.

Unit 1

Introduction: Diversity Management, Concept and Definition, Advantages and Disadvantages, Diversity Theories: Social Categorization Theory, Social Identity Theory, Social Dominance Theory, Critical Race Theory and Social Construction Theory, Employment Legislation, Different Types of Diversity, Explaining the contents of Race and Ethnicity: America the Melting Pot.

Semester-I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management

Course Title: Diversity Management

Course No: PGD-CCM-104

Contact Hours: 60

Duration of Examination: 3 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

Semester Examination: 80 Marks

(For the examination to be held in Dec 2023, 2024 and 2025)

Unit 2

The culture of global organizations, Culture as a Multilevel Dynamic Construct, Values of the Global Work Culture-Task Related Values, Interpersonal Values, Individual Related Values, Explanation of the dimensions of race, ethnicity, gender, caste, sexual orientation, social/economic status, age, physical abilities. Rethinking Diversity in Organizations and Society, Understanding Intersectionality: Global Case of Intersection and the Legal System in Chile.

Unit 3

Team Diversity: Diversity at Twitter: What phenomena may explain the Inconsistent Effects of Diversity on Teams? Achieving Workplace Diversity, Diversity Training: Training for Business Success: How Diversity Training Improves Productivity, Performance, and Fair Promotions, Gendered Jobs and Opportunities, Accountability in Diversity and Inclusion Strategies. Critical Diversity: Where we Headed: Immigration, Race and Diversity, Disability and Diversity, Generational Diversity: Towards Cultural Competence and Critical Diversity.

Unit 4

Equality and Diversity Policy: Introduction, Diversity Practitioners, The role of Line Managers, Equality and Diversity Policy in Organizations: The extent and content of policy, Classifying Organizational Policy Approaches. Examples of Organizational Diversity Statements: British Telecom, JP Morgan Chase, HSBC Bank, GlaxoSmithKline, Equality and Diversity Audits.

Unit 5

Workforce Diversity and Competitive Advantage: Which Dimensions of Diversity provide Competitive Advantage, Corporate Board Diversity & Firm Performance, Diversity Management and Leadership: Organizational Leadership and Diversity Management, Creating Inclusive Workplace Model: Reflections from International Corporate Cases. To provide field based understanding, the students shall be also visiting Institutions that are Diverse in terms of age, gender, educational qualification and other dimensions of diversity henceforth representing rich frame of diversity to understand as how diversity is managed by organisations.

Semester-I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management

Course Title: Diversity Management

Course No: PGD-CCM-104

Contact Hours: 60

Duration of Examination: 3 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

Semester Examination: 80 Marks

(For the examination to be held in Dec 2023, 2024 and 2025)

Note for Paper Setting

The Question paper will contain two questions from each unit (total 10 (ten) questions) and the candidates will be required to answer one question from each unit (total questions to be attempted will be five), i.e. there will be internal choice within each unit.

Recommended Books

1. Barak, M. E. M. (2022). Managing diversity: Toward a globally inclusive workplace. Sage Publications.
2. Herring, C., & Henderson, L. (2014). Diversity in organizations: A critical examination. Routledge.
3. Kirton, G., & Greene, A. M. (2021). The dynamics of managing diversity and inclusion: A critical approach. Routledge.
4. Triana, M. (2017). Managing diversity in organizations: A global perspective. Taylor & Francis.



Semester-I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Cross-Cultural Communication (Internal)

Course No. PGD-CCM-105

Max. Marks: 50 Marks

Contact Hours: 36

Duration of Examination: 1 hr 30 min.

(For the examination to be held in Dec 2023, 2024 and 2025)

Course Objectives: The course objectives are:

1. To make the students familiar with the concepts of business communication and cross cultural communication.
2. To sensitize the students about verbal and non verbal communications.
3. To develop a better understanding among the students about various cross cultural communication concepts.

Course Outcomes: The intended course outcomes are:

1. To explain the concepts of communication, cross-cultural communication and various concepts related to communication,
2. To make students understand both verbal and non verbal aspects of communication and their implications on intercultural communications.
3. To analyze and reflect on the impact of their culture and co- culture on their values, assumptions, perceptions, expectations and behavior,

Unit 1

Cross Cultural Communication: Meaning and Process, Need for awareness; Communication and Business Communication; Communication Styles: Explicit Vs Implicit Communication, Direct Vs Indirect Communication, Communication Flows; Crucial Contribution of Hall's Low & High Context Model; Cross Cultural Communication and Globalization; Cross Cultural Communication and Business.

Unit 2

Intercultural Messages: Verbal communication: Oral and Written communication, Silence & Verbal Overkill, Use of Praise, Language Considerations, Language Pragmatics; Non Verbal communication: Chromatics, Chronemics, Kinesics, Proxemics; Barriers to Cross Cultural Communication: Cultural & Perceptual; Overcoming Cross Cultural Barriers.



Semester-I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Cross-Cultural Communication (Internal)

Course No. PGD-CCM-105

Max. Marks: 50 Marks

Contact Hours: 36

Duration of Examination: 1 hr 30 min.

(For the examination to be held in Dec 2023, 2024 and 2025)

Unit 3

Communicating Across Cultures: Cross-Cultural Misperception; Cross Cultural Misinterpretation: Meaning & Sources, Categories, Stereotypes; Cross-Cultural Misevaluation; Enhancing Cross Cultural Interaction; Intercultural Competence; Intercultural Conflict Management, Cross Cultural Business Etiquettes & Protocol.

Recommended Books

1. Thomas, D.C & Peterson, M. F. (2017). Cross-Cultural Management: Essential Concepts, 4th ed, Sage, New Delhi.
2. Adler, N.J. (2007). 'International Organizational Behavior', 5th ed. Cengage Learning, New Delhi.
3. Samovar, L.A. & Porter, R.E. (2003). Intercultural Communication: A Reader. 10th Ed. Wadsworth Publishing Co Inc.
4. Samovar, L.A., Porter, R.E., Macdaniel E. R. & Roy, C. S. 'Communication Between Cultures' (2016). 9th ed., Wadsworth Publishing Co Inc.
5. Chen, G. M., & Starosta, W.J. (2005). 'Foundations of Intercultural Communications', 2nd ed., University Press of America.



Semester-I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Foreign Language (French)

Course No.: PGD-CCM-106

Contact Hours: 36

Max. Marks: 50 Marks

Duration of Examination: 1 hour 30 mins

(For the examination to be held in Dec 2023, 2024 and 2025)

Course Objectives: The course objectives are:

1. To understand the theme of the lesson- First words in French, Alphabets, identify the French words, learn about formal and informal greetings, attempts based on greetings in other cultures;
2. To develop an interest in French Language- meeting between the youngsters and adults, practice formulaic language used in introductions and greetings and read about introductions etiquette in France.
3. To enable students to apply the knowledge of French, meetings with foreigners, buildings relationship through speaking in French with foreigners, to introduce and ask questions in French language, what is small talk, the importance of small talk in French Language.
4. To help students to learn numbers from 0 to 100, names of some cities, famous cartoon characters and describe people.
5. To develop the skills of students to learn about jobs and responsibilities, writing job profile in French, the names of basic objects in the university and also describe objects and their colors.

Course Outcomes: The intended course outcomes are:

1. To identify the Alphabet, first words in French, First names - spell, difference between formal and informal situation, Location of cities in a French map.
2. To know and understand someone's age, someone's address, numbers from 0 to 100, an identity card, the outings in France.
3. To read and understand Qu'est-ce que c'est?, Indefinite articles, Plural of nouns, communication in classroom and academic system of France.
4. To know and understand verb-Etre, agreement of adjectives, visiting card and famous personalities.
5. To invite, give good wishes, describe French Festivals.

Unit 1

Introduction: alphabet, first words in French, First names-spell, Difference between formal and informal situation, location of cities in a French map, intonation, listen and sing the numbers from 1 to 100 (cardinaux), the outings in France.

Semester-I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Foreign Language (French)
Course No.: PGD-CCM-106
Contact Hours: 36

Max. Marks: 50 Marks

Duration of Examination: 1 hour 30 mins

(For the examination to be held in Dec 2023, 2024 and 2025)

Unit 2

Difference between the acute accent "é" and the grave accent "è", Names of classroom objects, Understand a poem on classroom objects, Names of colors and shapes - Writing skill, Make simple sentences, Write the numbers in letters from 1 to 50 (ordinaux), Make sentences in plural, Prepare an illustrated dictionary of classroom objects - Speaking skill, Communicate in class, Speak the numbers from 1 to 50 (ordinaux), Recite a poem on classroom objects.

Unit 3

Listening Skills, Double L (ll), Listen and sing 'Family rap', Reading Skills, Written comprehension on family, Understand lyrics of 'Family rap', Writing skill, Make a family tree, Introduce your family, Speaking skill, Sing 'Family rap', Ask questions, Introduce your family, Competencies, Understand the importance of family members.

Note for Paper Setting

The question paper will contain two questions from each unit (total 10 questions) and the candidates will be required to answer every question from each unit (total questions to be attempted will be all/ten), i.e. there will be internal choice within each unit.

Recommended Books

1. Idées un - version 2 - Langers Publication by Babusha Verma
2. Cours de Langue et de Civilisation Françaises I - G Mauger - Goyal Publishers





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REVISED COURSE STRUCTURE
POST GRADUATE DIPLOMA IN COMPOSITE CULTURE MANAGEMENT
(PGD-CCM)

ACADEMIC SESSION 2023-2024 ONWARDS

PGD-CCM SEMESTER II

EXISTING		MODIFIED		Curriculum Revised (%age)
Course Code	Course Title	Course Code	Course Title	
PGD-CCM-201	Strategic Management: Managing Across Cultures	PGD-CCM-201	Strategic Management: Managing Across Cultures	35%
PGD-CCM-202	International Human Resource Management	PGD-CCM-202	International Human Resource Management	50%
PGD-CCM-203	Corporate Finance	PGD-CCM-203	Corporate Finance	No Change
PGD-CCM-204	International Marketing	PGD-CCM-204	International Marketing	45%
PGD-CCM-205	Business Etiquettes Across Cultures (Internal)	PGD-CCM-205	Business Etiquettes Across Cultures (Internal)	37%
PGD-CCM-203	Foreign Language (Internal)	PGD-CCM-203	Foreign Language (Internal)	100%

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Semester-II
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Strategic Management: Managing Across Cultures

Course No.: PGD-CCM-201

Max. Marks: 100 Marks

Contact Hours: 60

Internal Assessment: 20 Marks

Duration of Examination: 3 hours

Semester Examination: 80 Marks

(For the examination to be held in May 2024, 2025 and 2026)

Course Objectives: The course objectives are:

1. To present the students with the concept and framework of strategic management.
2. To equip the students to analyze the company's business environment.
3. To enable the students to formulate a strategy, and prepare the organizational objectives necessary to put into action.
4. To help students to carry out various kind of business unit evaluations.
5. To acquaint student with the current business strategies in action.

Course Outcomes: The intended course outcomes are:

1. Carry out strategic analysis of various business organizations.
2. Evaluate performance of the industry and business organizations.
3. Acquire the ability to solve some complex strategic problems being faced by the corporate.
4. Have critical understanding of strategic business environment and its implications for international corporate setups.
5. Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.

Unit 1

Globalization of markets and competition- The phenomenon of globalization, the benefits of globalization, the global integration/local responsiveness grid, the changing global landscape and changing strategies ; Framework for designing a global strategy and Strategic flexibility and learning organization.

Unit 2

Global Strategic alliances- typology and framework; Global mergers and acquisitions; rationale for cross border M&A. Integrating the companies; Assessing countries' attractiveness- Market and industry opportunities; Assessing industry opportunities, Country risk analysis; Global Market Entry and Expansion Strategies; Strategic Cooperation and Networking, Strategic Issues in Managing Technology and Innovation.

Semester-II
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Strategic Management: Managing Across Cultures

Course No.: PGD-CCM-201

Contact Hours: 60

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

Semester Examination: 80 Marks

(For the examination to be held in May 2024, 2025 and 2026)

Unit 3

Cross cultural dimensions of decision making: Rational Decision Making; Cultural differences in Optimization Model, Limits of Rationality; Cultural Constraints on Rationality; Heuristics; Motivational Biases in Decision Making; Selection and reward allocation decisions, Ethical Dilemmas in Decision Making, Hybrid modes of business, Artificial Intelligence: an aid to strategy.

Unit 4

Motivation and Leadership Across Cultures: Content and Process Theories of Motivation; Meaning of Work; Designing Motivational Jobs; Leadership: Western and Non-Western Theories of Leadership, Integrated Cross-Cultural Model of Leadership, Implications for the Practice of Leadership: Cognitive activities and Revolutionary thinking.

Unit 5

Corporate Governance, Innovation Management, Global Knowledge Management, Strategies for growing green economies, Strategies for Governing Public Private Participation of Business Sector in India and Strategies for Environmental Accounting and Auditing.

Note for Paper Setting

The question paper will contain two questions from each unit (total 10 questions) and the candidates will be required to answer one question from each unit (total questions to be attempted will be five), i.e. there will be internal choice within each unit.

Recommended Books

1. Azhar Kazmi, Adela Kazmi (2020). Strategic Management, 5th Edition. Mc Graw Hill.
2. John A. Pearce II, Richard B. Robinson, et al (2018). Strategic Management: Planning for Domestic and Global Competition (SIE) | 14th Edition. Mc Graw Hill Education.
3. Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Charles E. Bamford, Purva Kansal (2018). Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition. Pearson.

Semester-II
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Strategic Management: Managing Across Cultures

Course No.: PGD-CCM-201

Max. Marks: 100 Marks

Contact Hours: 60

Internal Assessment: 20 Marks

Duration of Examination: 3 hours

Semester Examination: 80 Marks

(For the examination to be held in May 2024, 2025 and 2026)

4. Richard Lewis (2018). When Cultures Collide: Leading Across Cultures, 4th Edition. Nicholas Brealey International.
5. Peter B Smith, Mark F. Peterson, David C. Thomas (2013). The Handbook of Cross-Cultural Management Research 1st Edition, Kindle Edition, Sage Publications.



Semester-II
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: International Human Resource Management

Course No. PGD-CCM-202

Max. Marks: 100 Marks

Contact Hours: 60

Internal Assessment: 20 marks

Duration of Examination: 3 hours

Semester Examination: 80 marks

(For the examination to be held in May 2024, 2025 and 2026)

Course Objectives: The course objectives are:

1. To introduce the concepts, theoretical frameworks and issues in International Human Resource Management.
2. To understand the role of human resource management in the international multinational context.
3. To appreciate human resource management practices across cultures and nations.
4. To develop an understanding of international staffing, recruitment, selection, training and development, performance and compensation management in IHRM.
5. To critically analyze and evaluate the key issues and trends in international industrial relations and the role of trade unions in a global context.

Course Outcomes: The intended course outcomes are:

1. To define and explain the concepts and approaches in IHRM.
2. To apply a strategic perspective to IHRM, considering the unique challenges and opportunities of managing human resources in an international setting.
3. To assess the recruitment, selection, training, development, performance and compensation management processes for international managers, considering the specific criteria and challenges involved.
4. To integrate knowledge of international industrial relations, trade unions, and international labor standards to analyze key issues in international industrial relations and the response of trade unions to multinational enterprises.
5. To critically evaluate emerging trends and future challenges in IHRM, considering their potential impact on global organizations.

Unit 1

International Human Resource Management (HRM): Definition, concepts and approaches; Cultural and Organizational Context of IHRM; Difference between Domestic and International Human Resource Management; Applying a Strategic View of IHRM; Changing Context of



Semester-II
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: International Human Resource Management

Course No. PGD-CCM-202

Contact Hours: 60

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 20 marks

Semester Examination: 80 marks

(For the examination to be held in May 2024, 2025 and 2026)

IHRM; Managing People in International Context- India, China, Japan, EU, USA, UK; IHRM Trends and Future Challenges.

Unit 2

International Staffing, Recruitment and Selection: Approaches to Staffing; General Factors Affecting Global Staffing; Role of Expatriates and Non-Expatriates; Recruitment and Selection of International Managers: Selection Criteria, Expatriate Selection Process and Preparation, International Assignments and Repatriation; Expatriate Employee Entry and Re-Entry Issues, Factors Affecting Expatriate Failure and Success.

Unit 3

International Training, Development and Careers: Features of Training and Development in IHRM, Process of Training and Development in IHRM, Developing a Global Mindset, Pedagogy of International Training, Components of Effective Pre-Departure Training Programs, Designing a Repatriation Program; Emerging Trends in International Training and Development.

Unit 4

International Performance Management: Concepts and Purpose of Performance Management in MNCs, Cultural Factors and Issues in Performance Management, Challenges in International Performance Management. Designing Effective International Performance Management Systems; International Compensation: Components and Approaches, Culture Impact and Compensation Policy.

Unit 5

International Industrial Relations: Key Issues in International Industrial Relations, Trade Unions, International Trends in Unionization, Response of Trade Unions to MNEs, International Labor Standards; Codes of Conduct: Monitoring HRM Practices around the Globe.



Note for Paper Setting

The question paper will contain two questions from each Unit (total 10 questions) and the candidates will be required to answer one question from each Unit. Total questions to be attempted will be five. i.e. there will be internal choice within each Unit.

Recommended Books

1. Dowling, P. J., Festing, M., & Engle, A. D. (2020). International Human Resource Management (7th ed.). Cengage Learning.
2. Scullion, H., & Collings, D. G. (Eds.). (2019). Global Talent Management (2nd ed.). Routledge.
3. Brewster, C., Mayrhofer, W., & Farndale, E. (Eds.). (2020). Handbook of Research on Comparative Human Resource Management (3rd ed.). Edward Elgar Publishing.
4. Dickmann, M., Brewster, C., & Sparrow, P. (2021). International Human Resource Management: A European Perspective (3rd ed.). Routledge.
5. Tarique, I., & Schuler, R. S. (2021). International Human Resource Management: Policies and Practices for Multinational Enterprises (5th ed.). Routledge.
6. Edwards, T., Rees, C., & Al Ariss, A. (Eds.). (2020). Global Talent Management and Staffing in MNEs. Routledge.
7. Suutari, V., & Mäkelä, L. (Eds.). (2020). The Oxford Handbook of Expatriate Management. Oxford University Press.
8. Sparrow, P., Brewster, C., & Chung, C. (2021). Globalizing Human Resource Management (3rd ed.). Routledge.

Semester-II
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Corporate Finance

Course No. PGD-CCM-203

Contact Hours: 60

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 20 marks

Semester Examination: 80 marks

(For the examination to be held in May 2024, 2025 and 2026)

Course Objectives: The course objectives are:

1. To introduce the concepts of finance functions its importance and time value of money and its relationship to the objectives of financial management,
2. To explain the techniques of capital budgeting and working capital management.
3. To acquaint students with the knowledge of different sources of finance.
4. To discuss the implications of leverages and approaches of capital structure.
5. To acquaint the students about dividend policy and financial modeling.

Course Outcomes: The intended course outcomes are:

1. To understand various finance functions for decision making and the importance of time value of money.
2. To learn various techniques of capital budgeting and understand the concept of working capital.
3. To differentiate between the various sources of finance and their pros & cons.
4. To understand the leverage and capital structure theories.
5. To know about the various models of dividend and also, financial modeling concepts.

Unit 1

Concept, scope, classification and organization of finance function. Objectives of Financial Management — Profit maximisation vs. Wealth maximization. Time value of money. Cost of capital: Cost of Equity, Preference Shares, Debt and weighted average cost of capital.

Unit 2

Capital Budgeting: Nature and concept of Capital Budgeting. Techniques of Capital Budgeting — Traditional and Discounted Cash Flow (DFC). Working Capital Management: Concept of working capital. Factors affecting working capital requirement. Computation of average working capital requirements



Semester-II
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Corporate Finance

Course No. PGD-CCM-203

Contact Hours: 60

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 20 marks

Semester Examination: 80 marks

(For the examination to be held in May 2024, 2025 and 2026)

Unit 3

Financing Fixed Assets- (Long Term Sources) Shares, Debentures / Bonds, Financial Services: Leasing, Hire purchase. Venture Capital Financing Current Assets- (Short-term Sources): Public Deposits, Financing through Bank (CC limit / OD, LOC and Commercial Papers), and Factoring

Unit 4

Leverage: Financial Leverage (Financial Risk), Operating Leverage (Business Risk), Degree of Operating, Financial and Combined leverage. Capital Structure - Determinants of capital structure; Approaches to establish Appropriate capital Structure – EBIT-EBS Approach, Cost of Capital & Valuation Approach and Cash Flow Approach; Capital Structure Theories — Net Income Approach, Net Operating Income Approach & Modigliani- Miller Hypothesis.

Unit 5

Dividend Decision: Types of Dividend, Dividend Payment - retention decision; Factors influencing dividend Decision. Dividend Theories - Dividend Theories of Relevance — Walters Model, & Gordon's Model, Dividend Theories of Irrelevance — Modigliani- Miller Hypothesis. Financial Modeling - Concept, Scope and Limitations.

Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit (total questions to be attempted will be five), i.e. there will be internal choice within each unit.

Recommended Books

1. Pandey I. M. (2021). 'Financial Management' 12th ed; Pearson Education India.
2. Khan M. Y. & Jain P. K. (2011). 'Financial Management, Text, Problems & Cases' 6th ed; Tata McGraw Hill.

Semester-II
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Corporate Finance

Course No. PGD-CCM-203

Contact Hours: 60

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 20 marks

Semester Examination: 80 marks

(For the examination to be held in May 2024, 2025 and 2026)

3. Bhalla V.K. (2004). 'Financial Management & Policy' 4th ed; Anmol Publications Pvt. Ltd.
4. Horne Van & Dhamija S. (2011). 'Financial Management & Policy' 12th ed; Pearson Education India.
5. Chandra P. (2022). 'Financial Management Theory & Practice' 11th ed; Tata McGraw Hill.



Semester-II
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management

Course Title: International Marketing

Course No: PGD-CCM-204

Contact Hours: 60

Duration of Examination: 3 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

Semester Examination: 80 Marks

(For the examination to be held in May 2024, 2025 and 2026)

Course Objectives: The course objectives are:

1. To provide students with evolving perspectives underlying international marketing management, its environment and complexities.
2. To understand the interdependence among various nations and its impact on the international marketing opportunities and challenges.
3. To understand the influence of macro-environment on international market selection and international market entry modes.
4. To understand the emerging e-commerce market spaces with reference to Emerging Economies.

Course Outcomes: The intended course outcomes are:

1. To develop an understanding of major issues related to international marketing.
2. To develop skills in researching and analyzing trends in global markets and in modern marketing practice.
3. To be able to assess an organization's ability to enter and compete in International markets.
4. To develop skills in researching and analyzing International marketing issues and opportunities using in light of international perspectives.

Unit 1

International Marketing, Process of International Marketing: Domestic, International vs Global Marketing. Management Orientation-Ethnocentric, Polycentric, and Geocentric; Process of Internationalization, Benefits of International Marketing.

Unit 2

Trade Theories-Comparative Advantage, Relative Advantage, Factor Endowment, Product Life Cycle Theory, World Trade Organization (WTO), Economic Cooperation, Marketing Barriers-Tariff and Non Tariff. Marketing in Transitional Economies and Less Developed Countries.



Semester-II
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management

Course Title: International Marketing

Course No: PGD-CCM-204

Contact Hours: 60

Duration of Examination: 3 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

Semester Examination: 80 Marks

(For the examination to be held in May 2024, 2025 and 2026)

Unit 3

World Marketing Environment: Economic, Political, Social and Cultural. Foreign Market Entry Strategies: Exporting, Licensing, Joint Ventures, Manufacturing, Assembly Operations, Management Contract, Acquisition and Strategic Alliances. Global e-Marketing: Living in an Age of Technological Discontinuities and Components of Electronic Value Chain: Emergence of China in the Global E-Commerce Market.

Unit 4

International Product Life Cycle, Product Adoption, Branding Decisions, International Advertising and Promotion Strategies, International Channels of Distribution, Channel Decisions and Global Pricing Strategy.

Unit 5

Consumer Behaviour in International Context: psychological and social dimensions, Perspectives on Consumer Behaviour, Motivation, Learning, Personality, Psychographics, Perception, Attitude, Social Class, Opinion Leadership and Diffusion Process of Innovation, Case: Tropical Drink for the U.S Market.

Note for Paper Setting

The Question paper will contain two questions from each unit (total 10 (ten) questions) and the candidates will be required to answer one question from each unit (total questions to be attempted will be five), i.e. there will be internal choice within each unit.

Recommended Books

1. Barak Shaw, J., & Onkvisit, S. (2008). *International marketing: strategy and theory*. Routledge.
2. Hollensen, S. (2020). *Global marketing* (pp. 978-1). Harlow: Pearson.
3. Keegan, W. J. (2011). *Global marketing management*. Pearson Education India.
4. Onkvisit, S., & Shaw, J. J. (2004). *International marketing: Analysis and strategy*. Psychology Press.

Semester II
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Business Etiquettes across Cultures (Internal)

Course No.: PGD-CCM-205

Max. Marks: 50 Marks

Contact Hours: 36

Duration of Examination: 1 hour 30 mins

(For the examination to be held in May 2024, 2025 and 2026)

Course Objectives: The course objectives are:

1. To learn the principles of proper etiquette and demonstrate good manners.
2. To comprehend the importance of positive personality, attitude, diplomacy, and demeanor.
3. To understand the impact of first impressions (nonverbal communication) in business.
4. To interpret nuances of behavior to improve interpersonal "soft" skills.
5. To use appropriate language to speak and write with an effective tone of voice.

Course Outcomes: The intended course outcomes are:

1. To understand appropriate workplace behavior and rules of privacy and property.
2. To demonstrate an understanding of professionalism in terms of workplace behaviors and workplace relationships.
3. To present oneself with finesse and making others comfortable in a business setting.
4. To develop basic life etiquettes in order to succeed in international corporate culture.
5. To understand the impact of regional cultures on global business opportunities.

Unit I

Business Etiquettes - An Overview: Significance of Business Etiquettes in 21st Century, Introduction to Corporate Culture; Introduction to Personality Development: Meaning, Determinants and Elements of a Good Personality.

Unit 2

Professionalism and Soft Skills: Non-Verbal Communication: Kinesics, Proxemics, Chronemics, Vocalics, Oculesics, Haptics; Technology Powered Communication Etiquettes: Phones, Emails, Social Networking, Video Conferencing; Listening Skills: Process, Types, Barriers, Importance in Business.



Semester II
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Business Etiquettes across Cultures (Internal)

Course No.: PGD-CCM-205

Contact Hours: 36

Max. Marks: 50 Marks

Duration of Examination: 1 hour 30 mins

(For the examination to be held in May 2024, 2025 and 2026)

Unit 3

Global Etiquettes: Cultural Differences and their Effects on Business; Etiquette Guidelines and Mannerisms for Selected Regions of the World – Oriental and Western Cultures.

Books Recommended

1. Raymond V. Lesikar, Marie E Flatley, Kathryn Rentz, Neerja Pande (2009). Business Communication: Making Connections in Digital World (11th ed.), Tata McGraw Hill, New Delhi.
2. Gudykunst, W. B. (2003). Cross-Cultural and Intercultural Communication. Thousand Oaks, CA: Sage Publications, Inc.
3. Covey, S. R., & Collins, J. C. 1. (2015). The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Unabridged, Grand Haven, Mich., Brilliance Audio.
4. Lillian H. Chaney and Jeanette S. Martin (2007). The Essential Guide to Business Etiquettes, Praeger.
5. R. K. Madhukar (2018). Business Communication (3rd ed.), Vikas Publishing.

Ebooks Recommended

1. Barbara Pachter (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success, McGraw - Hill Professional.
2. Robert III, Henry M., Honemann, Daniel. H. et. al. (2020). Robert's Rules of Order Newly Revised, (12th edp.), PublicAffairs Hachette Book Group.
3. Jeffrey L. Seglin (2016). The Simple Art of Business Etiquette: How to Rise to the Top by Playing Nice, Tycho Press.



Semester-II
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Foreign Language (French)

Course No.: PGD-CCM-206

Contact Hours: 36

Max. Marks: 50 Marks

Duration of Examination: 1 hour 30 mins

(For the examination to be held in May 2024, 2025 and 2026)

Course Objectives: The course objectives are:

1. To precise the time, express sentiments, discover the modes of transport in France, talk about the places for outing and radio stations in France;
2. To describe the objects and people, appreciate painting, discuss favorite time-pass, observe the advertisements, present tour de France cycling race and television channels in France.
3. To enable students to describe a house, locate, write a mail, present French monuments, inform oneself and others on countries of origin and nationalities, introduce, France and Francophone world.
4. To help students to purchase, express tastes and preferences (clothes), discover fashion and French brands.
5. To develop the skills of students to ask and recommend (cuisine), know about French meals.

Course Outcomes: The intended course outcomes are:

1. To talk about lifestyle, inform oneself and others on timings (diary entry).
2. To ask/give information on weather, climate and festivals, ask and give explanations.
3. To give advises and orders, indicate a direction, express quantity and discover French food specialties.
4. To reply to the invitations, describe physically a person.
5. To make future plans and talk about French education.

Unit 1

Students will be able to develop- Listening Skills, Endings of '-er' verbs in present tense, Oral comprehension text with questions, Numbers from 61 to 1000, Reading Skills, Written comprehension with questions, Numbers in letters from 61 to 1000, Writing skill, Numbers in letters from 61 to 1000, Complete a dialogue, Poster making, Speaking skill, Numbers from 61 to 1000, Purchase a train ticket at the railway station, Competencies, Learn about the value of time.

Semester-II
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Foreign Language (French)

Max. Marks: 50 Marks

Course No.: PGD-CCM-206

Duration of Examination: 1 hour 30 mins

Contact Hours: 36

(For the examination to be held in May 2024, 2025 and 2026)

Unit 2

Students will be able to develop, Listening Skills, Sounds 'p' & 'v', Oral comprehension with questions, Reading Skills, Written comprehension with questions, Writing skill, Make the sentences in plural, Talk about the places of amusement, Prepare your photo album with captions, Speaking skill, Inact a situation, Competencies, Learn the importance of outings & spending time with family & friends.

Unit 3

Students will be able to develop, Listening Skills, Distinguish between the masculine and feminine form of adjectives, Oral comprehension with questions, Reading Skills, Written comprehension with questions, Writing skill, Make the sentences in plural, Describe a person or an object, Speaking skill, Describe a person or an object, Competencies, Understand the importance of art & appreciate art work

Note for Paper Setting

The question paper will contain two questions from each unit (total 10 questions) and the candidates will be required to answer every question from each unit (total questions to be attempted will be all/ten), i e. there will be internal choice within each unit.

Recommended Books

1. Idees deux - version 2 - Langers Publication by Babusha Verma.
2. Cours de Langue et de Civilisation Francaises I - G Mauger - Goyal Publishers.

