

# 80136 - Cross Cultural Management and Intercultural Communication

## TEACHING PLAN

### 1. Basic description

**Name of the course:** Cross Cultural Management and Intercultural Communication

**Academic year:** 2022-2023

**Term:** First

**Code:** 80136

**Degree / Course:** International Business Programme

**Number of ECTS credits:** 6

**Total number of hours committed:** 150

**Teaching language:** English

**Lecturers:** Isabel Martínez-Cosentino ([isabel.martinezcosenino@prof.esci.upf.edu](mailto:isabel.martinezcosenino@prof.esci.upf.edu))

**Timetable:** [SIGMA schedule](#)

**Office hours:** Monday and Wednesday 2:15-3:00 pm

### 2. Presentation of the course

The present course analyzes concepts and tools of Intercultural Communication and Cross Cultural Management to make sense of a globalizing world across the 20th and 21st centuries, such as multi-culturalism and diversity, which are subject to increasing refinement or marginalization in favor of newer ideas, including inter-culturalism and super-diversity in the business environment. This course focuses on the dynamics of where cultures converge, resulting in cross-cultural connections.

The course has the following main **learning objectives**:

- The student will be able to adapt the different strategies of doing business across different cultures. Real tools and references will be provided.

### 3. Competences to be worked in the course

General competences	Specific competences
Personal competences	Professional competences

<p>G.I.1. Ability to search, analyse, assess and summarise information.</p> <p>G.I.2. Ability to relate concepts and knowledge from different areas.</p> <p>Generic personal competences</p> <p>G.P.2. Ability to manage behaviour and emotions.</p> <p>G.P.4. Critical attitude.</p> <p>G.P.5. Ability to empathise.</p> <p>G.P.6. Ability to foresee events.</p> <p>ic systemic competences</p> <p>G.S.1. Ability to apply creativity.</p> <p>G.S.7. Promotion of and respect towards multicultural values: respect, equality, solidarity, commitment.</p> <p>G.S.8. Promotion of and respect for gender, environmental and safety-at-work issues.</p> <p>ptences for applicability</p> <p>G.A.2. Ability to use quantitative criteria and qualitative insights when taking decisions.</p>	<p>E.P.1. Ability to understand the decisions taken by economic agents and their interaction in the markets.</p> <p>E.P.5. Ability to take strategic managerial decisions while taking into account the economic, cultural, social and political determinants specific to a particular area.</p>
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G.A.3. Ability to search and exploit new information sources.	
G.A.4. Ability to understand and apply the network concept.	

The above competences reflect the basic competences set out in Royal Decree 1393/2007, namely:

- Competence to **comprehend knowledge, on the basis of general secondary education.**
- Competence to **apply knowledge** to day-to-day work in international management or marketing, in particular the ability to develop and defend arguments and to solve problems.
- Competence to **gather and interpret relevant data**, enabling the development of critical judgements on the economic and social reality.
- Competence to **communicate and transmit information** (ideas, problems, solutions) to a specialist and non-specialist audience.
- Competence to **develop learning activities** in a relatively autonomous manner.

The competences worked on in the course are divided into two groups: those seen as a development or specification of a basic competence; and those that hone graduates' professional profile with respect to general and specific competences.

Basic competence: **understanding of knowledge**

General competences G.A.2: Ability to use quantitative criteria and qualitative insights when taking decisions.

Specific competences E.P.1: Ability to understand the decisions taken by economic agents and their interaction in the markets.

Basic competence: **application of knowledge**

General competences

G.I.2: Ability to relate concepts and knowledge from different areas.

G.S.1: Ability to apply creativity.

Basic competence: **gather and interpret data**

General competences

G.I.1: Ability to search, analyse, assess and summarise information.

G.P.6: Ability to foresee events.

G.A.3: Ability to search and exploit new information sources.

Basic competence: **communicate and transmit information**

General competences G.P.5: Ability to empathise.

Basic competence: **develop learning activities**

General competences G.P.4: Critical attitude.

Competences that hone graduates' professional profile which are not included under basic competences

In general, these competences combine the following key elements for honing students' professional profile in the area of international business and marketing:

- Provide students with the capacity to adapt to dynamic teams and environments.

- Provide students with the capacity to create their own integral vision of the operation of a business or international marketing project.
- Provide students with the capacity to take complex decisions and carry out negotiation processes.

#### I. General competences

- G.P.2: Ability to manage behaviour and emotions.
- G.S.7: Promotion of and respect towards multicultural values: respect, equality, solidarity, commitment.
- G.S.8: Promotion of and respect for gender, environmental and safety at work issues
- G.A.4: Ability to understand and apply the network concept.

II. Specific competences E.P.5: Ability to take strategic managerial decisions while taking into account the economic, cultural, social and political determinants specific to a particular area.

#### Learning outcomes

To interpret aspects of other cultures and intercultural spaces in relation to their own with greater sophistication and accuracy.

To gain a deeper knowledge of historical, political, scientific, cultural and/or socioeconomic in different countries.

To acquire a heightened sense of global interdependencies and understand the need to address complex global issues across national and disciplinary boundaries.

To be able to define the main cultures in the globe and be able to adapt to them different business strategies.

*The competences, the learning outcomes, the assessment elements and the quality of the learning process included in this Teaching Plan will not be affected if during the academic trimester the teaching model has to switch either to an hybrid model (combination of face-to-face and on-line sessions) or to a complete on-line model.*

## 4. Contents

Lesson 1. The Concept of Culture and Ethnocentrism. Cultural Awareness

Assignment 1. Exercise at class

Assignment 2. Doing Business in India

Lesson 2. Culture and Marketing

Assignment 3. Disney

Lesson 3. Intercultural Competence. Enhancing Cross Cultural Skills.

Lesson 4: Values and Behaviours. Soft Skills.

Assignment 4. Period, end of sentence.

Lesson 5. Models of Theory: Hofstede, Trompenaars, etc.

Assignment 5 Models of Theory

Lesson 6. The Global Leader. Cultural in Business, Sales, Negotiation and Marketing.

Assignment 6. International Negotiator

Lesson 7. Culture and Negotiation.

Assignment 7. Doing Business in Confucian societies

Lesson 8. Intercultural Communication

Lesson 9. Impact of Religion in Business.

Lesson 10. Culture and Human Resources. Culture and Innovation.

Lesson 11. Diversity and Inclusion

Lesson 12. Protocols around the world.

Assignment 8. Religion impact presentation

Assignment 9. Multicultural Teams.

Assignment 10. Diversity Plan

PROJECT: Doing Business in...

## 5. Assessment

- **40% exams (20% midterm exam and 20% final exam)**
- **20% attendance and participation**
- **20% case studies (2% \* 10 case studies)**
- **20% project**

Assessment elements	Time period	Type of assessment		Assessment agent			Type of activity	Grouping		Weight (%)
		Mandatory	Optional	Lecturer	Self-assessment	Co-assessment		Ind.	Group (#)	
Exams	Assigned dates	X		X	X		Test	x		40%
Attendance & participation	Every day	X		X	X		Participation	x		20%
Case studies	Every week	X		X	X		Reading	x		20%
Project	Assigned date	X		X		X	Project		x	20%

### Resits

In accordance with ESCI-UPF academic regulations, students whose weighted final grade for the regular term evaluation is below 5.0 but whose grade for the continuous evaluation activities (quizzes, assigned exercises and case studies, midterm exam and group project) is above 4.0 will be required to retake their final exam, which will account for 40% of their total final grade. The rest of their final total grade will be made up of their grades in the other areas of continuous evaluation

**Any students found copying and/or plagiarising work, in whole or in part, will fail the subject. They will receive a final grade of zero and will not be allowed to take the make-up exam. In accordance with the UPF Disciplinary Rules and Regulations for Students, other additional sanctions may apply depending on the seriousness of the offence.**

**Working competences and assessment of learning outcomes:**

	GI1	GI2	GP2	GP4	GP5	GP6	GS1	GS7
Project	x	x	x	x	x	x	x	x
Case studies	x	x	x	x	x	x	x	x
Final exam	x	x	x	x	x	x	x	x

	GS8	GA2	GA3	GA4	EP1	EP5	Learning outcomes
Project	x	x	x	x	x	x	x
Case studies	x	x	x	x	x	x	x
Final exam	x	x	x	x	x	x	x

## 6. Bibliography and teaching resources

Recommended bibliography:

- Cante T, Interculturalism: The New Era of Cohesion and Diversity, Palgrave MacMillan, 2012, ISBN: 978-1-137-02746-7
- Hall T, Salaam Brick Lane, John Murray, 2006, ISBN: 978-0719565564
- David Livermore, Expand your Borders CQ Insight Series 2013

## 7. Methodology

- Face-to-face (in the classroom):
  - Every week there will be 2 hours of work on case studies. Students are expected to attend and participate.
  - Every week we will discuss news about business and culture.
  - Students will prepare weekly assignments (some individually, some in groups) for discussion during the seminar classes.
- Directed (outside the classroom)
  - Prepare news and lessons
  - Prepare final project

## 8. Scheduled activities

Cross Cultural Management				
Date			Content (*order of lessons may change)	
1	Wednesday	September 28	Add and Drop Period. Syllabus, calendar, moodle, introductions.	
3	Monday	October 3	Lesson 2. Culture and Marketing	
4	Wednesday	October 5	Lesson 1. The Concept of Culture and Ethnocentrism. Cultural Awareness.	
5	Monday	October 10	Assignment 3. American Factory	
	Wednesday	October 12	No CLASS	
6	Friday	October 14	<b>Lesson 3. Intercultural Competence. Enhancing Cross Cultural Skills.</b>	
7	Monday	October 17	Lesson 4: Values, Behaviours, etc. Soft Skills.	
8	Wednesday	October 19	Lesson 5. Models of Theory Presentations GROUP	
9	Monday	October 24	Seminar 1 Doing Business in China	
10	Wednesday	October 26	Lesson 6. The Global Leader. Negotiation	
	Monday	October 31	No CLASS	

11	Wednesday	November	2	MIDTERM
12	Friday	November	4	Lesson 8. Intercultural Communication
13	Monday	November	7	Seminar . Doing Business in India
14	Wednesday	November	9	Lesson 7: Impact of Religion prepare Pecha Kucha / EXPLAIN D and I
15	Friday	November	11	Lesson 9: Impact of Religion in Business Presentations
16	Monday	November	14	Lesson 10: Culture and Human Resources
17	Wednesday	November	16	Seminar . Doing Business in Spain
18	Monday	November	21	Lesson 12. Protocols around the world
19	Wednesday	November	23	Lesson 11: Diversity and Inclusion Presentations
20	Monday	November	28	PRESENTATIONS DOING BUSINESS IN...
21	Wednesday	November	30	PRESENTATIONS DOING BUSINESS IN...
				<b>FINAL EXAM</b>