



TECHNICAL SHEET OF THE SUBJECT

| Data of the subject | |
|---------------------|--|
| Subject name | Cross-Cultural Management |
| Subject code | IBS-MBA-621 |
| Main program | Official Master's Degree in Business Administration - MBA |
| Involved programs | Máster Universitario en Administración de Empresas (MBA) [First year] Máster Universitario en Ingeniería Industrial y Máster Universitario en Administración de Empresas [Second year] Máster Universitario en Ingeniería de Telecomunicación y Mást. Univ. en Administración de Empresas [Second year] |
| Level | Postgrado Oficial Master |
| Quarter | Semestral |
| Credits | 3,0 ECTS |
| Type | Optativa |
| Department | Departamento de Gestión Empresarial |
| Coordinator | Danae Cortes Campanario |
| Schedule | Contact by email |
| Office hours | Contact by email |
| Course overview | The course is designed to make students aware of national cultural differences and to enable them to manage these differences appropriately for their purposes in the business world. In the same way, the culture of organizations and companies is studied in order to adapt our behavior within them or when dealing with them. Finally, one of the most recent methodological frameworks developed for understanding the different specific behaviors of managers from different national cultures will be analyzed. |

| Teacher Information | |
|---------------------|-------------------------------------|
| Teacher | |
| Name | Dánae Cortés Campanario |
| Department | Departamento de Gestión Empresarial |
| E-Mail | dcortes@icade.comillas.edu |

SPECIFIC DATA OF THE SUBJECT

| Contextualization of the subject |
|--|
| Contribution to the professional profile of the degree |
| <p>The Intercultural Management course enables students to understand the importance of managing cultural differences in organizations operating in an international environment, both from a strategic point of view (identification of business opportunities, innovation and development of international projects) and from an operational point of view (effectiveness and efficiency in multicultural work teams).</p> <p>During the course, students will learn and apply tools for analyzing and managing cultural diversity, which will allow them to develop competitive advantages based on organizational skills such as the configuration of multinational teams, the management of such teams,</p> |



innovation, communication, vertical and horizontal management, the development of social capital and the management of organizational/corporate cultures.

The course also allows participants to start developing intercultural skills (cultural intelligence, multinational teamwork, communication and reporting, etc.) that will be useful for their professional future in international environments and multicultural work teams.

Prerequisites

It is important to have taken courses in the fundamentals of organizational behavior, human resources management, and strategic management.

This subject is also closely related to other courses in strategic management (Strategy in Action, Consulting) and organizational behavior (Leadership and Change, Negotiation and Conflict Management).

Competencies - Objectives

Competences

GENERALES

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| CG02 | Management of data and information as key elements for decision-making and for identification, formulation and resolution of business problems. | |
| | RA01 | Conoce, sintetiza y utiliza adecuadamente una diversidad de recursos bibliográficos y documentales. |
| | RA02 | Discierne el valor y la utilidad de diferentes fuentes y tipos de información. |
| CG03 | Problem-solving and decision-making skills at a strategic, tactic and operational level with regard to a business, considering the interrelationship between the different functional and business areas. | |
| | RA01 | Identifica y define adecuadamente el problema y sus posibles causas. |
| | RA02 | Estudia alternativas posibles valorando correctamente el alcance de cada una. |
| | RA03 | Decide cuál es la alternativa más adecuada para resolver el problema. |
| | RA04 | Diseña e implanta un plan de acción para su aplicación. |
| CG05 | Ethical commitment with a behaviour based in moral principles and those principles of the organisation when facing moral dilemmas and corporate social responsibility issues. | |
| | RA01 | Utiliza el diálogo para colaborar y generar buenas relaciones. |
| | RA02 | Escucha las opiniones de los demás y establece diálogos constructivos. |
| | RA03 | Es capaz de realizar un intercambio persuasivo de ideas a través de un proceso negociador para llegar a acuerdos con otros. |



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| | RA04 | Conoce la técnica del debate y la oratoria y sabe emplearla en cuestiones profesionales. |
| | RA05 | Valorar el potencial del conflicto como motor de cambio e innovación. |
| | RA06 | Comunica sus ideas de manera efectiva y argumentada. |
| | RA07 | Busca el valor de los demás miembros de equipo y potencia sus habilidades y fortalezas, haciendo que se sientan parte importante del equipo. |
| | RA08 | Lidera el trabajo del equipo, organizando y delegando las tareas correctamente. |
| CG08 | | Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations. |
| | RA01 | Identifica los supuestos y las limitaciones de métodos y metodologías de trabajo. |
| | RA02 | Asume una posición de evaluación crítica de teorías y métodos de trabajo, empleando un nivel de análisis adecuado. |
| | RA03 | Reflexiona crítica e independientemente sobre problemáticas, teorías y métodos de trabajo |
| | RA04 | Toma posición: debate correctamente aportando argumentos y aceptando otros planteamientos alternativos. |
| CG09 | | Knowledge, understanding and handling of tools for diagnosis of the competitive position of a company, and designing and executing the company's strategic plan. |
| | RA01 | Busca, lee, depura, analiza, sintetiza y comprende críticamente materiales bibliográficos de referencia, así como materiales que presentan resultados de investigaciones, memorias, textos de supervisión profesional, y otros materiales de carácter aplicado. |
| ESPECÍFICAS | | |
| CE06 | | Ability and disposition to acquire and develop communication and negotiation skills and the ability to manage persons and teams needed to exercise leadership of a corporate organization. |
| | RA01 | Conoce, comprende y aplica los más nuevos modelos y técnicas de desarrollo del liderazgo. |
| | RA02 | Conoce, comprende y aplica las estrategias para construir comunicación oral, escrita, verbal y no verbal, efectiva, y las técnicas para construir relaciones interpersonales sólidas y constructivas. |
| | RA03 | Conoce, comprende y sabe controlar los parámetros clave para una comunicación eficaz, más allá del mensaje (audiencia, medios, equipo, canales, redes) |
| | RA03 | Conoce, comprende y sabe controlar los parámetros clave para una comunicación eficaz, más allá del mensaje (audiencia, medios, equipo, canales, redes) |



THEMATIC BLOCKS AND CONTENTS

| Contents - Thematic Blocks |
|---|
| Content - Topics |
| TOPIC 1: NATIONAL CULTURAL DIFFERENCES |
| <ol style="list-style-type: none">1. The concept of culture, what influences culture and cultural diversity2. Impact of the different cultures on how businesses are conducted3. Across-cultures understanding and multinationals. Communication across cultures. |
| TOPIC 2: CORPORATE CULTURES |
| <ol style="list-style-type: none">1. Organizing and Organizational Structures2. Motivation and feedback3. Conflict management across multicultural environments. |
| TOPIC 3: THE CULTURE MAP |
| <ol style="list-style-type: none">1. Leadership across cultures.2. Current frameworks in cross cultural management (Hofstede, Erin Meyer).3. Application of the frameworks to business cases and situations |

TEACHING METHODOLOGY

General methodological aspects of the subject

In-class Methodology: Activities

Lectures. Lectures will be combined with group discussion about topics. The students' preparedness about issues and readings assigned for each session is essential. The instructor will introduce the basic concepts and will facilitate students' understanding of the materials prior to the discussion in class.

CG02, CG03, CG05,
CG08, CG09

Cases and exercises (individual and in groups). The instructor will assign different cases to be analyzed and resolved by the students in class. The cases will allow the collaborative application of theoretical knowledge discussed. Every student is responsible of preparing adequately the materials planned for every class session.

CG02, CG03, CG05, CG08

Work-shops. There will be activities scheduled around real (professional) materials (if not possible, the materials will be adapted). In some occasions, those activities will require the previous work of students with specific surveys. The goal of this task is the practice of cross-cultural skills through the development of cultural awareness and the discussion of real issues in organizations. The students will experience and react to the diversity of responses, building their own dictionary of cultural reactions to everyday challenges.

CG02, CG03, CG05, CE06



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| <p>Oral presentations. Students will deliver oral presentations about different issues (to the instructor, their peers, and other participants). Presentations can be either individual or in groups. Command of topics, conceptual organization, clarity, research and (if the presentation is a group task) collaborative and active spirit will be valued. These sessions will include the peers' assessment of the presentation.</p> | <p>CG02, CG03, CG05, CG08, CE06</p> |
| Non-Presential Methodology: Activities | |
| <p>Individual Reading and preparation of materials by the students.</p> <p>Office Hours Attendance. Instructors will be available to solve doubts, clarify topics, elaborate on tasks, or give feedback.</p> <p>Collaborative learning activities. Students will be assigned to group teams to work in projects. They will be expected to share information, increase collaboration, trust and effectiveness within their working teams. Outcomes of this activity will be presented and assessed in class. Outcomes of projects will be presented in class.</p> | <p>CG02, CG03, CG05, CG08, CG09</p> <p>CG02, CG03, CG05, CG08</p> <p>CG02, CG03, CG05, CG08, CE06</p> |

SUMMARY STUDENT WORKING HOURS

| CLASSROOM HOURS | | |
|--|--|------------------------|
| Lectures of an expository nature | Analysis and resolution of cases and exercises, individually or collectively | |
| 20.00 | 10.00 | |
| NON-PRESENTIAL HOURS | | |
| Analysis and resolution of cases and exercises, individually or collectively | Individual study and organized reading | Collaborative learning |
| 10.00 | 15.00 | 20.00 |
| ECTS CREDITS: 3,0 (75,00 hours) | | |

EVALUATION AND CRITERIA

| Evaluation activities | Evaluation criteria | Weight |
|-----------------------|--|--------|
| Final exam | Individual final exam | 45 % |
| Class exercises | <p>Individual and team exercises in the classroom. Evaluation of the quality of the content, the research/documentation carried out and the conclusions reached by applying the concepts and methods explained in the sessions.</p> <p>The evaluation of individual and group written work will take into account the students' use of AI tools, such as ChatGPT, through the control tool provided by the university.</p> | 25 % |



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|----------------------|--|------|
| Individual exercises | Individual evaluation of both the quality of the content and the oral presentation to the class. | 30 % |
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Ratings

Students will have to pass (get a mark of 5 or higher) each and every assessment activity shown in the table above (except for the "Class participation" and "self-evaluation and co-evaluation" activities).

Re-sits

In case of failure, students can re-sit each failed activity (except for the "Class participation" activity). The final grade weighting will be kept. Re-sits are usually scheduled at the end of the academic year.

Students with attendance waiver

For this subject, class attendance is paramount. If exceptionally and with the agreement of the School Direction and the Master Direction a student were to get an attendance waiver, he/she will have to participate, within a group, in a Workshop, complete an individual assignment set by the Professor and take an individual exam comprehensive of the entire subject. The final grade of the course will be 100% the average grade of those for activities.

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

Meyer, E. 2014. The Culture Map. PublicAffairs, Perseus Books Group (1st Edition).

Thomas, D. C. & Inkson, K. 2017. Cultural Intelligence, 3rd Edition. Berrett-Koehler Publishers.

Browaeys, M-J. & Price, R., 2011. Understanding Cross Cultural Management. Pearson Prentice Hall FT (2nd Edition).

STEERS, R.M.; OSLAND J.S. 2020. Management across Cultures: Challenges, Strategies, and Skills. Cambridge University Press (4th edition)

Complementary Bibliography

Professors will provide students with other bibliographic references, both scientific and informative.

It is recommended to regularly read the press on the key topics of the subject.