



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2025 - 2026

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	Culture and Strategy: Strategy drift (the importance of history and culture in the development of strategy). Analysis of national, institutional, and organizational culture and its influence on strategy. Strategies particularly sensitive to interculturality. Types of organizational culture. Creation, transmission, and change of culture. Cultural diversity and decision-making (empowerment, communication, networking, organizational commitment, prejudice, stress, among others)

Teacher Information	
Teacher	
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Teacher	
Name	Miguel Fernando Morillas García
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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
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).

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, 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

CG02	Management of data and information as key elements for decision-making and for identification, formulation and resolution of business problems.
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.
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.
CG08	Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations.
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.

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks



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Content - Topics

TOPIC 1: NATIONAL CULTURAL DIFFERENCES

1. The concept of culture, what influences culture and cultural diversity
2. Impact of the different cultures on how businesses are conducted
3. Across-cultures understanding and multinationals. Communication across cultures.

TOPIC 2: CORPORATE CULTURES

1. Organizing and Organizational Structures
2. Motivation and feedback
3. Conflict management across multicultural environments.

TOPIC 3: THE CULTURE MAP

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

The focus of the course is strongly student-centered, encouraging autonomy and active participation in their own learning process, with the aim of helping them develop the necessary skills to navigate their future professional life with confidence.

Use of Generative AI and Digital Tools

Students are allowed to use AI and other digital tools in this class. Learning to use AI is an emerging skill essential for the future.

Students may use AI to complete specific tasks in their course (Level 5: creative and integrated use according to the scale <https://aiassessmentscale.com/>). Any content created with AI must be properly cited. AI is a tool, and its use must be clearly indicated, including what it was used for.

Students must include a paragraph at the end of each assignment where AI was used, explaining how it was used and what prompts were given to obtain the results. Failure to do so constitutes a violation of the academic honesty policy.

Students are encouraged to verify the results obtained through these tools. If a tool provides a fact, the student should assume it is incorrect unless they already know the answer or can verify it through another source. The student is responsible for any errors or omissions made by the tool.

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

Non-Presential Methodology: Activities

Individual Reading and preparation of materials by the students.

CG02, CG03, CG05,
CG08, CG09

Office Hours Attendance. Instructors will be available to solve doubts, clarify topics, elaborate on tasks, or give feedback.

CG02, CG03, CG05, CG08

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

The use of AI to produce full assignments or substantial parts thereof, without proper citation of the source or tool used, or without explicit permission in the assignment instructions, will be considered plagiarism and therefore subject to the University's General Regulations.

Evaluation activities	Evaluation criteria	Weight
Final exam	Individual final exam	45
	Individual and team exercises in the classroom.	



Class exercises	<p>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
Individual exercises	Individual evaluation of both the quality of the content and the oral presentation to the class.	30

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 where 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-Koheler 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



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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.