



COMILLAS
UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

**SYLLABUS
ACADEMIC YEAR
2018-2019**

COURSE GENERAL OVERVIEW

Course details	
Title	CROSS-CULTURAL MANAGEMENT
Programme	MBA
Year	
Timing	SEMESTER 1 and SEMESTER 2
ECTS	3
Core/elective	Core
Department	Management
Area	Strategy and Organisation

Instructors	
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COURSE DESCRIPTION

Context of the course
The course in the professional context
<p>Cross-cultural Management provides students with an understanding of the critical role played by management of cultural differences within international organizations, both from an strategic point of view (identifying business opportunities, targeting innovation and achieving know-how transfer) and from an operational perspective (effectiveness and efficiency in multicultural work teams).</p> <p>During the course, students identify and apply the tools that foster cultural diversity and global talent development. As a result, competitive advantage based on organisational capabilities (know-how transfer, innovation and the creation of social capital and global organizational cultures) are reached.</p> <p>In addition to this, this course allows students to develop cross-cultural management skills (cultural quotient, global perspective) which will be critical in their professional performance in international environments and global teams.</p>
Pre-requisites
<p>Students should have taken some course on the basics of organizational behaviour and human resources management, and some course on the basics of Strategic Management.</p> <p>This course is strongly linked to other Strategic Management courses of the MBA (Making Strategy, Consulting in Practice) and to other organizational behaviour courses of the MBA (Leadership and Change, Negotiation and Conflict Management)</p>

SKILLS

Skills and abilities to be developed
Generic skills
<p>CG 2. Information and data management as a key ability to identify, formulate and solve business problems, that is, to make decisions in organisations</p> <p>CG3. Problem solving and decision making at strategic, tactic and operational level, connecting functional areas and business units</p> <p>CG 5. Interpersonal skills: listening, negotiating, persuading, team work and leadership</p> <p>CG 8. Critical thinking and debating skills</p> <p>CG 9. Autonomous learning skills</p>
Course specific skills
<p>CEO3. Recognize and give value to diversity within an organization and its impact on team dynamics, values, motivation, conflict management and communication:</p> <ul style="list-style-type: none">• RA1 Understand problem solving strategies to solve conflicts arising from diversity• RA2 Understand the importance of values and stereotypes when developing sensitivity towards others

COURSE CONTENTS

Contents
MODULE 1: MANAGEMENT OF CULTURAL DIVERSITY – NATIONAL CULTURAL DIFFERENCES
1: Definitions of culture and cultural diversity
2: The effects of cultural diversity in business
MODULE 2: CULTURE AND ORGANIZATIONS
1: Organizational Structures and Corporate cultures
2: Culture & Strategy
3: Managing Cultural Differences in Organizations
MODULE 3: CULTURAL INTELLIGENCE: DEVELOPMENT OF CROSS-CULTURAL SKILLS
1: Definitions of international talent, cultural quotient, and global talent
2: Cross-cultural skills and communication
3: Managing Multi-cultural Teams

TEACHING METHODOLOGIES

Course teaching activities	
Teaching and learning in the classroom	Skills to be developed
<p>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.</p>	CG2, CG3, CG5, CG8, CG9, CEO3
<p>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.</p>	CG2, CG3, CG5, CG8, CG9, CEO3
<p>Seminars and 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.</p>	CG2, CG3, CG5, CEO3
<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>	CG2, CG3, CG5, CG8, CG9, CEO3
Teaching and learning outside the classroom	Skills to be developed
<p>Individual Reading and preparation of materials</p>	CG9, CEO3
<p>Tutorials. Instructors will be available to solve doubts, clarify topics, elaborate on tasks, or give feedback.</p>	CG2, CG3, CG5, CG8, CG9, CEO3

<p>Collaborative learning 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.</p>	CG 5
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STUDENT'S WORKING HOURS		
CONTACT HOURS		
Lectures	Cases, exercises and other practice methods	
10	20	
WORKING HOURS OUTSIDE THE CLASSROOM		
Individual reading and preparation	Preparation of cases, exercises and other practice methods	Collaborative learning (working in groups)
15	10	20
Total: 3 ECTS:		75 working hours

COURSE EVALUATION AND ASSESSMENT CRITERIA

Students **will have to pass each and every assessment activity** (grade of 5 or more) shown in the table below (except for the "Class participation" activity).

Activities to be assessed	Evaluation criteria	weight
Final exam	Individual assessment	35%
Final project	Group assessment	30%
Reports, essays and exercises	Individual or group assessment	20%
Oral presentations & Class participation	Oral presentations: clarity, dynamism, seriousness Class participation: questions, arguments, knowledgeable suggestions and comments about issues presented in lectures	15%

Assignments must be delivered in the time and date specified by the course instructor, otherwise students will get a grade of "0" in the missed assignment.

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 as far as it improves the student's final grade.

Re-sits are usually scheduled at the end of the academic year.

Students with an 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 the Course Project, take the final exam, complete an individual assignment set by the Professor and take another individual exam comprehensive of the entire subject.

The final grade of the course will be 100% the average grade of those for activities.

REFERENCES AND OTHER BIBLIOGRAPHIC RESOURCES

References
Books
Major references: Browaays M-J. & Price, R., 2011. Understanding Cross Cultural Management. 2nd Edition. Pearson Prentice Hall FT
Other references: Instructors will provide the students with the reference of sources, both scientific and informational. Regular press articles about the topics covered will also be suggested regularly