



TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Cross-cultural Management
Subject code	E000011599
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	Optional
Coordinator	Danae Cortes Campanario
Schedule	Contact by email
Office hours	Contact by email
Course overview	The course seeks for the student to become aware of national cultural differences and to be able to adequately manage those differences for their purposes, to their advantage, in the business world. In the same way, the culture of organizations and corporations is studied in order to adapt our behavior within them or in dealing with them. Finally, one of the most current methodological frameworks developed for understanding the different specific behaviors of managers from different national cultures is 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
The course allows students to understand the importance of managing cultural differences in organizations that operate in international environments, both from a strategic point of view (identification of business opportunities, innovation and management of international projects) and from an operational point of view (effectiveness and efficiency in multicultural teamwork).



During the course, the student gets to know and apply tools for the analysis and management of cultural differences and the development of competitive advantages based on organizational skills such as the configuration of multinational teams, the effective management of those teams, innovation, communication, vertical and horizontal management, building social capital, and understanding and management of organizational cultures.

Likewise, the subject allows participants to begin to develop cross cultural skills (cultural intelligence, teamwork in multinational teams, communication and reporting, etc.) useful for their professional future in international environments and multicultural teams.

Prerequisites

Having taken courses dealing with the fundamentals of organizational behavior, human resources management and strategic planning.

In addition, this subject is strongly connected with other subjects in the area of 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.	
	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.



	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)



Contents - Thematic Blocks

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. Corporate Culture. Definition, influences, dimensions.
3. Power and politics across cultures.

TOPIC 3: THE CULTURE MAP

1. Leadership across cultures.
2. Current frameworks in cross cultural management (Hofstede, Globe, 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

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,

CG02, CG03, CG05,



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.	CG08, CE06
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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
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.	CG02, CG03, CG05, CG08, CE06

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	40
Class participation	Active participation in the classroom: relevance and interest of the questions, argumentation, suggestions and comments on the topics presented.	15 %
Class exercises	Individual and team exercises in the classroom. Evaluation of the quality of the content, the research / documentation carried out and the conclusions obtained by applying the concepts and methodologies explained in the sessions.	20



Workshops	Individual and collective evaluation of both the quality of the content and its oral presentation to the class.	20
Self-evaluation and co-evaluation.	Self-evaluation and peer's evaluation for collective works.	5 %

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.