

## 80236 - Cross Cultural Management and Intercultural Communication

### Teaching Guide Information

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**Subject:** Elective

**Teaching language:**

Plenary session: Group 1: English

**Number of credits:** 6.0

**Term:** Second quarter

### 1. Basic description

**Academic center:** Escola Superior de Comerç Internacional

**Degree / Course:** International Business Programme

**Contact hours:** 45

**Total number of hours committed:** 150

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

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

**Office hours:** Mondays-Wednesdays 4.15 a 5 pm.

### 2. Presentation of the course

The present course analyzes concepts of Cross Cultural Management and provides some tools of Intercultural communication 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. Educational and learning process outcomes

General competences	Specific competences
<p>Instrumental competences</p> <ul style="list-style-type: none"><li>• G.I.1. Ability to search, analyse, assess and summarise information.</li><li>• G.I.2. Ability to relate concepts and knowledge from different areas.</li></ul> <p>Generic personal competences</p> <ul style="list-style-type: none"><li>• G.P.2. Ability to manage behaviour and emotions.</li><li>• G.P.4. Critical attitude.</li><li>• G.P.5. Ability to empathise.</li><li>• G.P.6. Ability to foresee events.</li></ul> <p>Generic systemic competences</p> <ul style="list-style-type: none"><li>• G.S.1. Ability to apply creativity.</li><li>• G.S.7. Promotion of and respect towards multicultural values: respect, equality, solidarity, commitment.</li><li>• G.S.8. Promotion of and respect for gender,</li></ul>	<p>Professional competences</p> <ul style="list-style-type: none"><li>• E.P.1. Ability to understand the decisions taken by economic agents and their interaction in the markets.</li><li>• 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.</li></ul>

environmental and safety-at-work issues.	
<p>Competences for applicability</p> <ul style="list-style-type: none"> <li>• G.A.2. Ability to use quantitative criteria and qualitative insights when taking decisions.</li> <li>• G.A.3. Ability to search and exploit new information sources.</li> <li>• G.A.4. Ability to understand and apply the network concept.</li> </ul>	

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 (2,5%\*10 case studies)**
- **20% project**

**Total or partial copy and/or plagiarism will imply a failure in the subject with a final grade of zero points and no access to the make-up exam. According to the academic regulations specified in the Disciplinary rules for students of Universitat Pompeu Fabra, other additional sanctions may apply depending on the seriousness of the offence.**

In case of divergence between the evaluation criteria established in the Learning Plan and the Teaching Guide, those established in the Learning Plan will prevail.

## **6. Sustainable Development Goals**

Following ODS agenda 2030:

SDG 8: DECENT WORK AND ECONOMIC GROWTH

SDG 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

SDG 10: REDUCED INEQUALITIES/REDUCCIÓ DE LES DESIGUALTATS

SDG 16: PEACE, JUSTICE AND STRONG INSTITUTIONS