

CULTURAL MANAGEMENT AND PROTOCOL IN INTERNATIONAL BUSINESS

COURSE: THIRD

SEMESTER: SECOND

TYPE: OBLIGATORY

LANGUAGE: ENGLISH

CREDITS: 3

PROFESSOR: [DRA. ADRIANA MUTU](#)

OBJECTIVES:

The course Cultural Management and Protocol in International Business is designed to provide students with the opportunity to gain knowledge on cross-cultural diversity and its role and impact on the dynamics of international business. The objective of the course is twofold. Firstly, it aims to teach students how to identify and analyse different meanings and dimensions of “culture” and “protocol” in international business. Secondly, it aims to enhance students’ ability to develop awareness and sensitivity regarding the cross-cultural business protocols and interactions.

The course is lecture based, combined with real case studies, projects, individual activities, and in-class exercises and discussions. Some of the key topics to be discussed during the course include: protocol, cultural anthropology and international business, cross-cultural management, negotiations and cross-cultural conflicts, leadership, cultural differences and international business settings. In addition, students will gain a comparative perspective on how cultural differences affect business in different regions of the world: Europe, Middle East, North Africa, Sub-Saharan Africa, Asian & the Pacific, and Latin America.

COMPETENCES:

BASICS

- **CB1** – That students have demonstrated to possess knowledge in this area of study, consolidating their previous knowledge.

- **CB2** – Learning to apply knowledge in the working environment in a professional way and gaining skills through elaborating and defending arguments and providing with solutions.
- **CB3** – Having the ability to gather and interpret relevant data (usually within their area of study) to make accurate judgments on relevant social, scientific or ethical issues.

GENERALS

- **CG3** – Developing the capacity to empathize, adapt, work and lead international, multicultural, interdisciplinary, competitive and complex teams.
- **CG5** – Developing substantial communication English skills.
- **CG6** – Seeking and exploiting new informational resources and applying quantitative and qualitative methods in the decision-making process.
- **CG7** – Developing the capacity of transmitting information, ideas and solutions to a specialized or non-specialized public.

TRASVERSALS

- **CT1** – Acting with a critical spirit, showing intellectual, cultural and scientific commitment to rigor and quality in a professional setting.
- **CT3** – Interacting in global and international contexts, to identify priorities and new business realities that allow the transfer of knowledge, building the capacity to adapt and self-manage in professional environments.
- **CT5** – Showing abilities for professional practice in multidisciplinary and complex environments, networking with various groups, using Information and Communications Technologies.
- **CT6** – Using various forms of communication, in native or foreign languages.
- **CT7** – Taking the lead in the personal development process, acquiring a complete instruction which allows for learning and living within multicultural contexts.

SPECIFIC

- **CE5** – Knowing the cultural social, geopolitical and legislative environments of various international economies to contribute to a better development of the international business.
- **CE6** – Understanding and making use of the continuous changes in various international agreements, which might affect economic relationships between countries, and the activities in the international business environment.
- **CE8** – Identifying the economic, cultural, political, legal, demographic and technological environments which might bring opportunities and threats for the development of international business activities.
- **CE12** – Adapting the various communication and negotiation techniques according to the different types of audiences and defining a clear communication and negotiation objective.
- **CE13** – Managing and understanding the organizational culture and propose solutions to real problems faced when managing people within organizations.

LEARNING OUTCOMES:

- **R4** – Understand the characteristics of business models in different areas of the world.
- **R5** – Collect and interpret data and information to draw conclusions, reflections on social, scientific or ethical matters within the field of study.
- **R6** – Act with commitment and responsibility.
- **R7** – Properly usage of language (verbal and nonverbal) in personal and professional interactions in Catalan, Spanish and English.
- **R8** – Students will gain the ability to analyze cases-studies in a global perspective, taking into account the various social, cultural, economic and political factors of various countries.

CONTENT:

1. An Introduction to Cultural Management and Protocol in International Business

- Why is Culture important in International Business?
- Main concepts and fundamentals
- Defining culture and cultural management

2. Cultural Anthropology and International Business

- The Anthropological Perspective
- Cultural Anthropology and Business
- Culture and International Business

3. Culture and International Business: A Conceptual Approach

- Implicit versus explicit culture
- Manifestations of culture
- Cross-cultural Differences in Business Organizations
- Cultural intelligence (in business settings)

4. Cross-Cultural Management: Language

- Linguistic Proficiency in International Business
- Linguistic Diversity
- Language and Culture
- Explicit versus Implicit Communication

5. Cross-Cultural Management: The Nonverbal Dimension

- Body Posture
- Hand Gestures
- Facial Expressions
- Gaze
- Proxemics

6. Contrasting Cultural Values

- The Individual-Collective Dimension
- The Equality-Hierarchy Dimension

- The Tough-Tender Dimension
- The Uncertainty-Avoidance Dimension
- The Time Dimension

7. Negotiations and Cross-Cultural Conflicts

- Culture and conflict
- Cultural Differences in Negotiations and Conflicts
- The Nature of Cross-Cultural Negotiation
- Cross-Cultural Scenarios

8. Coping with Culture Shock

- The Nature of Culture Shock
- Minimizing Culture Shock

9. Leadership & Cultural differences

- Global Managers for the Twenty-First Century
- Cross-Cultural Scenarios
- Cross cultural management and protocol

10. The Job Market

- Work opportunities
- Sample job descriptions
- Preparing for the job market

EVALUATION SYSTEM:

During the semester there will be two exams, each one weighting 25% of the total grade. The other 50% weight in the evaluation process is based on the following: two individual obligatory activities, a group work (written project), and the presentation of the group work. Only the two exams can be redone. These two exams are not cumulative. The grade for passing the exams must be minimum five out of ten to calculate the average score with the rest of the evaluation activities. It is obligatory to assist to both exams, deliver the group project and make the oral presentation. The professor will consider the continuous progress and evolution of each student. The day and hour of the complementary exam will be on June 1st within the regular

time of the class. In this complementary exam the student can redo the first failed midterm; the second failed midterm; or both if it's the case.

Task	(%)	Details
Written Exam 1	25	Written exam based upon class lectures
Written Exam 2	25	Written exam based upon class lectures
Final Project in group	25	Works submitted after the deadline will not be accepted. All projects must be uploaded on Moodle.
Oral exposition of the final Project in group	5	Presentations after the deadline will not be accepted. Ppt or Prezi used for the presentations must be uploaded on Moodle.
Obligatory individual activities	20	2 exercises to be uploaded on the platform Moodle (each one weights 10% of the final grade). Late deliveries will not be accepted.
Complementary exam June 1st		Both midterms can be redone. The rest of the evaluation activities can't be redone within the complementary timetable.

- **Group Work & Oral presentations (obligatory group activity):**

The group project presentations will be scheduled on a specific day announced by the professor in due time. If one of the group members is missing during the presentation day, this implies that the student will be graded with 0. If the student brings a proof of absence, the student will be graded with the same score obtained by his/her group. Presentations should last between 10-15 minutes. All the materials used (written projects, PowerPoints etc) must be uploaded on Moodle. The final group work presentation is scheduled on May 25.

The requirements for the final group work are: Elaborate a country case-study report that includes elements of cultural management and protocol in international business. Include reflections of the group project emphasizing what you learned, how you contributed to the group project, and an overall analysis utilizing categories and strategies discussed in class. Length: minimum 3000 words, maximum 4500. The project proposal must be discussed and approved by the professor in its early stage.

- **Written Exam 1**

Written exam based upon class lectures. The exam will be on March 23rd. The structure of the midterm is as follows – analysis of cross-cultural scenarios.

- **Written Exam 2**

Written exam based upon class lectures. The exam will be on May 18. The structure of the midterm is as follows – analysis of cross-cultural scenarios.

- **Individual obligatory activities**

Students will be evaluated based on the completion of 2 exercises to be uploaded on the platform Moodle (each one weights 10% of the final grade). Late deliveries will not be accepted.

Conditionals for the average:

- Partial exams, minimum grade: 5
- It is obligatory to attend both exams, to deliver and to expose the group work, and to complete the 2 individual activities.
- Each student will be evaluated based on his/her class activity, individual and group work, and overall progress during the semester.

METHODOLOGY:

The subject is classroom-based and combines theoretical knowledge with practical implementation. Through classroom sessions, the teacher will expose contents of the program using different learning methodologies, besides making group activities in which the acquired

knowledge will be put into practice. Furthermore, the students must work on their individual activities outside the Center.

Additionally, outside the classroom, students will work on a final group project to be presented at the end of the academic year.

Finally, we recommend that students work extra hour for studying for this course to consolidate the acquired knowledge of each topic. Their work will consist of making a review of the theoretical aspects handed out during classes and complement them with the basic recommended bibliography.

BIBLIOGRAPHY:

- [Main book – Available at ESERP’s online library] – Dolan, S.L. (2015). *Cross-cultural Competence. A field guide for developing global leaders and managers*. Emerald Group Publishing Ltd.

In addition, students will be asked to read articles from various business magazines (available online, free access) from: Business Insider, Business Magazine, Forbes, The Economist and The New York Times.