CULTURAL MANAGEMENT AND PROTOCOL IN INTERNATIONAL BUSINESS

COURSE: THIRD
SEMESTER: SECOND
TYPE: OBLIGATORY
LANGUAGE: ENGLISH
CREDITS: 3
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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 of 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
- Definitions of Culture
- The Iceberg model: visible and invisible elements of culture
- Characteristics of culture and cultural management
- Universal and Personal dimensions of culture

2. Cultural Conditioning
- How do people acquire their culture?
- Five steps in the process of Cultural Conditioning

3. Core Cultural Dimensions
- Concept of Time: Monochronic and Polychronic
- Concept of Power : Large and Small Power Distance
- Social Relationships: Individualistic and Collectivistic
- Social Control: Universalism and Particularism
- Models of Cultural Dimensions: Trompenaars, Hall and Hoffstede

4. Styles of Communication Direct and Indirect

- Concept of Face Saving
- Feedback

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

EVALUATION SYSTEM:

During the semester there will be case studies, one project and one exam. The percentage weight of each is outlined in the table below. Only the exam can be redone. 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 the exam, 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 within the regular time of the class.

Task	(%)	Details

Written Exam	40%	Written practical exam based upon class lectures
Case Studies	20%	An average of 4 case studies will be calculated throughout the course.
Final Project in group and presentation	30%	Works submitted after the deadline will not be accepted. All projects must be uploaded on Moodle. Presentations after the deadline will not be accepted. Ppt or Prezi used
		for the presentations must be uploaded on Moodle.
In class participation	10%	Ongoing evaluation based on participation, submission of projects, etc.
Complementary exam		Exam 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 are scheduled as announced.

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, maxim 4500. The project proposal must be discussed and approved by the professor in its early stage.

Conditionals for the average:

☐ Exam minimum grade to pass: 5.

☐ It is obligatory to attend to the exam, to deliver and to present the group work, and to complete the individual activities.

☐ Each student will be evaluated based on his/her class activity, individual and group work, and overall progress during the semester.

☐ **FAILURE TO COMPLETE ALL THE REQUIREMENTS WILL RESULT IN A FAIL IN THE CLASS!!!**

Activity	Percentage weights	Competences and learning results	Conditions
Written Exam	40%	R5+R6+R8+R4 CB1+CB2+CB3 G5+G7 T1+T3+T5+T6+T7 E8+E13+E5	Can be recovered at the complementary period if the student has done the correct following of the rest of the activities. If the student has not delivered the rest of the activities, doesn't have option to recover this midterm.
Case Studies	20%	R5+R6+R8+R4 CB1+CB2+CB3 G5+G7 T1+T3+T5+T6+T7 E8+E13+E5	Cannot be recovered at the complementary period if the student has done the correct following of the rest of the activities. If the student has not delivered the rest of the activities, doesn't have option to recover this midterm.
Final Project in group	25%	G3+G6+G7+R5+R8+R4	Works submitted after the deadline will not be accepted. All projects must be uploaded on Moodle.
Oral presentation of the final	5%	RA7 +R5+R8 G5+G3 T6	Only will be graded if the material presentation is uploaded in the dateline. This activity can't be recovered.

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 Ldt.

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.