

TEACHING GUIDE

Course Information	
Full name	Managing Across Cultures
Code	0000012174
Degree	<i>Master in International Management</i>
Taught in	Advantere School of Management
Level	Postgraduate Official Master's Degree
Term	Semester
Credits	2,0 ECTS
Type	Mandatory
Person in charge	Dánae Cortés
Office hours	Continuous availability via email

Professor Information	
Professor	
Name	Dánae Cortés
Department / Area	Advantere
Office	Continuous availability via email
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SPECIFIC COURSE INFORMATION

Course contextualization

Contribution to the professional profile of the degree

The Managing Across Cultures course focuses on the management and motivation of people in global organizational contexts, seeking to develop fundamental intercultural competencies in international management. The course explores the main differences between cultures and frameworks for working and managing in different cultures, delving into the most important differences with Western cultural beliefs, values and assumptions, which articulate a dominant view in management / leadership

Competences - Objectives		
Competences		
GENERAL		
CG01	Cognitive skills of analysis and synthesis applied to global business situations and international management organizational issues	
	RA1	Be able to deal with the analytical study of cases and scenarios, as well as to carry out information and data synthesis
CG03	Project-based learning: Ability to develop and execute in its different phases group projects based on real situations, proposing real solutions and making efficient all interactions with the team, customers and any other participant	
	RA1	Ability to engage in the development of experimental collective projects based on the real world, managing and aligning the client's needs with the available resources, optimally distributing the work, communicating and projecting its different phases, proposing real solutions and making all interactions with the team, clients and other stakeholders efficient
CG04	Exercise a global mindset applied to listening, negotiating and working in multidisciplinary teams to be able to operate effectively in a variety of roles and, where appropriate, assume leadership responsibilities in an international organization	
	RA1	Use dialogue to collaborate and build good relationships
	RA2	Listen to the opinions of others and establish constructive dialogues
	RA3	Be able to carry out a persuasive exchange of ideas through a negotiating process to reach agreements with others
	RA4	Know the technique of debate and public speaking and know how to use it in professional matters
	RA5	Value the potential of conflict as a driver of change and innovation
	RA6	Communicate ideas in an effective and well-argued manner
	RA7	Seek the value of other team members and enhance their skills and strengths, making them feel an important part of the team
	RA8	Lead teamwork, organizing and delegating tasks correctly

CG05	Ethical commitment in the application of universal moral values and the organization's commitment to ethical dilemmas and corporate social responsibility, with special sensitivity to international diversity	
	RA1	Assume the deontology and values associated with the performance of the profession
	RA2	Pursue excellence in professional performance
	RA3	Assume a responsible attitude towards people, and with the means and resources that are used or managed in an organization
	RA4	Worry about the consequences that their activity and behavior may have on others
	RA5	Incorporate in one's discourse and proposed actions, the consequences that these may have for the different stakeholders of a global organization
	RA6	Understand and appreciate different cultural and ideological perspectives
CG06	Time management skills with the objective of improving personal and team effectiveness within the framework of business organizations, their environment and management	
	RA1	Be able to organize and meet deadlines assigned to tasks
	RA2	Prioritize time and energy when carrying out studies
CG07	Use critical thinking for decision making and problem solving in the management processes of companies or organizations	
	RA1	Be capable of constructing one's own discourse, in a context of debate and exchange of opinions
CG10	Recognition as global citizens who value diversity and intercultural dialogue as a source of human enrichment	
	RA1	Respect, value and celebrate diversity and be cosmopolitan-minded
	RA2	Be interested in learning about and critically reflecting on global issues and how they interact in one's life and the lives of others
	RA3	Feel part of a global society, increasingly plural and heterogeneous, in which different identities, cultures and religions coexist
	RA4	Actively participate in activities that expose one to opinions and realities different from one's own
SPECIFIC		
CE04	Knowledge and understanding of the basic determinants of human behavior in organizations and of managerial success, based on an understanding of cultural differences and the challenges of international management, and practicing their application to enable the student to successfully manage the complexities of international organizations	
	RA1	Define organizational behavior and identify the variables associated with its study

	RA2	Distinguish diversity and understand its effects on the workforce
	RA3	Describe the factors that influence attitude formation and job satisfaction
	RA4	Explain the relationship between personality traits and individual behavior
	RA5	Link the influence of national culture and its values on organizational behavior
	RA6	Understand that the qualities that can lead to managerial success in one culture can lead to failure when professional practice takes place in a cross-cultural environment
	RA7	Learn about the impact of perception and attribution at work
	RA8	Learn about the main learning theories and behavior modification techniques
	RA9	Explain the factors that influence individual decision making in organizations and the processes by which decisions are reached, with special emphasis on cultural differences
	RA10	Explain the effects of power and political behavior in organizations
	RA11	Describes the main theories of motivation, their applications and relationship to organizational performance
	RA12	Know and understand the keys to the different national management models, as well as their implications for the management of organizations operating in different national and/or regional contexts
CE10		Ability to identify and understand the most current dynamics and practices in the management of global companies, applying them as appropriate to real situations
	RA1	Exhibit interest in extending one's training and be current in one's interventions
	RA2	Show interest in contact with professionals, actively participating in those activities that allow one to approach the professional practice of international management
	RA3	Be familiar with and regularly consults organizations, professional forums and publications that enable one to keep up to date in professional practice
	RA4	Identify through contact with professionals, participation in case studies and events, and attendance at conferences, among other activities, the challenges and management tools for the different functional areas of a global company, being able to propose actions to solve real problems.

THEMES AND CONTENT

Contents – Themes
Block I.- National cultural differences
1: Concepts of culture, factors that influence it and cultural diversity 2: Effects of cultural differences on business 3: Hofstede's Framework of National Cultural Differences
Block II.- Organizational and corporate culture
1: Organizational structures 2: Corporate culture. Definition and dimensions. Hofstede's Organizational Culture Framework 3: Management of cultural differences in organizations and adaptation to the corporate culture of an organization
Block III.- The cultural map
1. Current Frameworks for Managing Cultural Differences: Erin Meyer's Culture Map 2. Practical application of Erin Meyer's framework

TEACHING METHODOLOGY

General methodological course aspects
Presential Methodology: Activities
<p>Lectures. They will be combined with group discussion on relevant topics. It is important that the student is properly prepared for each session, so he/she should have previously read the material related to the sessions. In these classes, the professor introduces the basic concepts and helps students to understand them. Students are expected to actively participate in class discussions.</p> <p>Participation sessions of expository nature. Exposition in which the professor explains the basic notions, with the active and collaborative participation of the students, who discuss and debate the obscure points or the nuances that are relevant for the correct understanding of the contents. It will include dynamic presentations and spontaneous or formal participation of students through various activities.</p> <p>Analysis and resolution of cases proposed by the professor, based on a brief reading, a material prepared for the occasion, or any other type of data or information that allows the application in practice of the theoretical knowledge acquired and favors the development of the student's argumentative capacity. They are based on the selection of professional materials adapted to the course, as much as possible, in order to train the student in the resolution of real problems and in the acquisition of reaction reflexes to unexpected situations and approaches.</p>

Public exposition of topics or papers. Presentation and defense before the professor and the rest of the classmates. It takes place individually or collectively. Conceptual organization, mastery of the course matter, clarity of exposition, respect and rationality of the different phases and, if the exercise is collective, the active collaboration of each member of the team will be valued

Non-presential Methodology: Activities

Individual reading and preparation of materials.

Tutoring. The professor will be at the students' disposal to solve doubts, clarify concepts, help with homework and give feedback

Collaborative learning.

Students will be assigned to a work group to carry out a series of projects. They are expected to share information, increase their collaboration, confidence and effectiveness within the work group. The results of the collaborative work will be presented and evaluated in class.

SUMMARY OF STUDENT WORK HOURS

PRESENTIAL HOURS	
Lessons of an expository nature in which the main topics are presented in a clearly structured and motivating way	15.00
Case studies, in which students give an answer to a real or simulated professional problem. The best solution is discussed and the presentation and defense of the findings is assessed. New technologies can be part of the methodological process	3.00
Cooperative work of students who, in pairs or small groups, undertake a project that requires sharing information and resources among the members members with a view to achieve the common goal.	2.50
Exercises and problem-solving set by the professor based on a short reading, material prepared for the occasion, or any other type of data or information that will challenge the student intellectually	2.50
Debates, in which different persons or groups of people present differing viewpoints, and often opposing on an issue, and argue with the aim of convincing the other(s) others and to win in the argument. Debating requires prior preparation on the part of the participants and search for information that support one's own arguments as well as weakening those used by the opponents	2.00
The simulations, role-playing and other group dynamics, are learning activities in which the student acts as someone who puts himself/herself in the place of another person. They analyze the situations, take decisions and identify and evaluate the consequences that result from them	2.00
NON-PRESENTIAL HOURS	
Practical projects and application work	5.00
Theoretical work, generally individual, involving the reading of articles, journals, research reports, chapter from books, information on the Internet, etc. and the writing of a personal reflection (of varying depth and length) that goes beyond the mere compilation of information from various sources.	5.00
Working seminars, in which each student is in charge of delving into and presenting a topic or aspect of a topic to the rest of the classmates, generally a small number, in such a way that dialogue and reflection on the issue presented is generated. They may be supervised by a professor or by a student with more experience in the course matter	5.00
Preparation of individual presentations, in which each student is responsible for delving into and presenting a topic or aspect of a topic to the rest of the classmates, generally a small number, in such a way that dialogue and reflection on the issue presented is generated. It can be supervised by a professor or a student with more experience in the course matter	5.00
Individual reading of texts of different types (books, magazines, individual articles, press, Internet publications, reports on practical experiences, etc.) related to the courses of study	3.00
ECTS CREDITS: 2.0 (50.00 hours)	

EVALUATION AND GRADING CRITERIA

Graded Activities	Evaluation Criteria	% of total grade
<p>Assessment of individual or group work carried out by students, some of them presented in class.</p>	<ul style="list-style-type: none"> • Work adequacy to the objectives set • On-time delivery • Goal adequacy and focus • Reached goals • Deadline achievement • The participation of ALL members of each team in the presentations and elaborations is required 	<p>30</p>
<p>Oral and written examinations, public defenses and multiple-choice tests, concept tests and case studies as exams</p>	<ul style="list-style-type: none"> • Throughout the program, exams or written tests will be given to test the solidity of the concepts acquired. • In order to pass the course, the final exams and tests of each section of the course must be passed. If there are several exams in the same section or block of a course, the weighted average of them must be higher than 4.90 as a necessary condition to pass the course. 	<p>45</p>
<p>Participation and utilization of the classes</p>	<ul style="list-style-type: none"> • When we talk about participation, it is clear that both the positive and negative ones are counted and that the quality of participation is as important as the quantity. The students' participation in class, the quality and timeliness of their interventions, the quality in the preparation and presentation of their work, predisposition and commitment, initiative, attendance. 	<p>25</p>

Grades

The evaluation criteria of the course are governed by the following regulations:

1. All students must comply with 100% attendance on the days set for this course. Any absence must be justified.
2. The final grade corresponds to the sum of the graded activities, evaluation criteria and % of total grade described in the Evaluation and Grading Criteria section.
3. Individual and group work must be delivered on time and in the manner planned by the course professor.
4. A final mark below 5 implies the completion of an extraordinary test. The final grade in this exam may not be higher than the median of those passed at the time of set exams.

The Evaluation Criteria to enroll for a second year

The student enrolled in the course for the second year must comply with the individual and group tasks set by the course professor. The same evaluation criteria described in the Evaluation and Grading Criteria section will be maintained.

For those circumstances not foreseen in this Teaching Guide, the Advantere School of Management Regulations and the Comillas General Regulations will apply.

BIBLIOGRAPHIES AND RESOURCES

Basic Bibliographies

Meyer, E. 2014. The Culture Map, 1st Edition. PublicAffairs, Perseus Books Group.
Thomas, D. C. & Inkson, K. 2017. Cultural Intelligence, 3rd Edition. Berret-Koheler Publishers.
Browaays, M-J. & Price, R., 2011. Understanding Cross Cultural Management, 2nd Edition. Pearson Prentice Hall FT.

Complementary Bibliographies

Professors will provide students with other bibliographical references, both scientific and informative. Regular reading of the press on the key topics of the course is recommended.

In compliance with current regulations regarding the **protection of personal data**, we inform you and remind you that you can consult the aspects related to privacy and data protection that [you have accepted in your registration](#) by entering this website and pressing "download".

<https://servicios.upcomillas.es/sedelectronica/inicio.aspx?csv=02E4557CAA6F4A81663AD10CED66792>