

## ENGLISH VERSION

### FICHA TÉCNICA DE LA ASIGNATURA

Datos de la asignatura	
Nombre	Cross-cultural Management
Titulación	MBA
Curso	
Semestre	2º
Créditos ECTS	3
Carácter	Core curriculum
Departamento	Management
Área	Organization

Datos del profesorado	
Profesor	
Nombre	Marta Muñiz Ferrer
Departamento	Management
Área	Organization
Despacho	ICADE Business School c/Rey Francisco, 4
e-mail	mferrer@icade.comillas.edu
Teléfono	915422800 Ext.6124
Horario de Tutorías	Email or by appointment
Profesor	
Nombre	Mª Eugenia Ramos
Departamento	Management
Área	Organization
Despacho	OD-226
e-mail	ramos@icade.comillas.edu
Teléfono	915422800, Ext. 2250
Horario de Tutorías	Email or by appointment.

### DATOS ESPECÍFICOS DE LA ASIGNATURA

Context of the subject within the curriculum
Cross-cultural Management provides the students with an understanding of the critical role played by management of cultural differences within international organizations, both from an strategic point of view (identifying business opportunities, targeting innovation and achieving <i>know-how</i> transfer) and from an operational perspective (effectiveness and efficiency in multicultural work

teams).

During the course, students identify and apply the tools that foster cultural diversity and global talent development. As a result, competitive advantage based in organizational capabilities (know-how transfer, innovation and the creation of social capital and global organizational cultures) are reached.

In addition to this, the subject allows the students the development of cross-cultural management skills (cultural quotient, global perspective) which will be critical in their professional performance in international environments and global teams.

### Objectives

- To gain an understanding of what is cultural diversity and its effects within organizations.
- To understand the strategic role of cultural diversity in multinational organizations as a key element to foster innovation, transfer of knowledge and the development of a global corporate culture.
- To learn how to identify cultural diversity as an opportunity for the organization, geared towards professional and personal development of its members.
- To know those business skills that make global talent development possible, fostering cultural awareness of individuals and work teams alike.
- To establish the foundations for the growth of cross-cultural management and global leadership skills.

## TOPICS

<b>Contents</b>
<b>MODULE 1: MANAGEMENT OF CULTURAL DIVERSITY</b>
<b>1: Definitions of culture and cultural diversity</b>
<b>2: The effects of cultural diversity in business</b>
<b>MODULE 2: STRATEGIC ROLE OF CROSS-CULTURAL MANAGEMENT WITHIN ORGANIZATIONS</b>
<b>1: <i>Glocal Strategy</i></b>
<b>2: Transfer of Knowledge</b>
<b>3: Social capital and cultural organization</b>
<b>MODULE 3: DEVELOPMENT OF CROSS-CULTURAL AND GLOBAL TALENT SKILLS</b>
<b>1: Definitions of international talent, cultural quotient, and global talent</b>

## 2:International mobility and global talent development

## 3: Cross-cultural skills and communication

### Competencias

#### Competencias Genéricas del área-asignatura

CG 2. Gestión de la información y de datos como elementos clave para la toma de decisiones y la identificación, formulación y resolución de problemas empresariales

CG 3. Resolución de problemas y toma de decisiones en los niveles estratégico, táctico y operativo de una organización empresarial, teniendo en cuenta la interrelación entre las diferentes áreas funcionales y de negocio

CG 5. Capacidades interpersonales de escuchar, negociar y persuadir y de trabajo en equipos multidisciplinares para poder operar de manera efectiva en distintos cometidos, y, cuando sea apropiado, asumir responsabilidades de liderazgo en la organización empresarial

CG 8. Razonamiento crítico y argumentación acorde con la comprensión del conocimiento y del saber sobre las organizaciones empresariales, su contexto externo y su proceso de administración y dirección

CG 9. Capacidad de aprendizaje autónomo para seguir formándose para aprender a aprender las habilidades cognitivas y los conocimientos relevantes aplicados a la actividad profesional y empresarial

#### Competencias Específicas del área-asignatura

CE5. Capacidad de comprender y analizar las diversas actividades de gestión y dirección desde las distintas áreas funcionales y áreas de negocio de la empresa

- RA1 Conoce las diferentes fuentes de poder en la organización y los estilos de influencia para manejarlo eficazmente.
- RA2 Desarrolla una visión global de las competencias para dirigir empresas y valora la importancia de cada una en el éxito empresarial.

CEO1. Capacidad para entender la importancia de la gestión del conocimiento y para aplicar las habilidades necesarias para fomentar su creación, y su transmisión.

- RA1 Saber las tácticas y estrategias requeridas para la administración de los recursos intangibles en una organización
- RA2 Conocer y administrar las actividades relacionadas con el conocimiento como su creación, captura, transformación y uso
- RA3 Saber planificar, coordinar y controlar los flujos de conocimiento que se producen en la empresa en relación con sus actividades y su entorno

CEO3. Reconocer y valorar la existencia de la diversidad en la empresa y su impacto sobre

dinámicas de grupo, valores, motivación, la gestión de conflictos y el estilo de comunicación

- RA1 Conocer distintas estrategias de resolución de problemas laborales relacionados con la diversidad en la organización
- RA2 Entender la importancia de valores propios e ideas preconcebidos en el desarrollo de una sensibilidad hacia otros
- RA3 Comprende y maneja las diferencias interculturales dentro de las negociaciones.

## TEACHING METHODOLOGY

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In-class activities	Competencias
<p><b>Lectures.</b> 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.</p>	<p><b>CG2, CG3, CG5, CG8, CG9 CE5, CEO 1, CEO3</b></p>
<p><b>Cases and exercises (individual and in groups).</b> 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.</p>	<p><b>CG2, CG3, CG5, CG8, CG9 CE5, CEO 1, CEO3</b></p>
<p><b>Seminars and work-shops.</b> 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. Oftentimes, this activities will involve working in teams to replicate real life circumstances</p>	<p><b>CG2, CG3, CG5, CE5, CEO3</b></p>
<p><b>Oral presentations.</b> 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, 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.</p>	<p><b>CG2, CG3, CG5, CG8, CG9 CE5, CEO 1, CEO3</b></p>
Out of class activities	Competencias
	<p><b>CG2, CG3, CG5, CG8, CG9</b></p>

<b>Individual Reading and preparation of materials</b> by the students.	<b>CE5, CEO 1, CEO3</b>
<b>Office Hours Attendance.</b> Instructors will be available to solve doubts, clarify topics, elaborate on tasks, or give feedback.	<b>CG2, CG3, CG5, CG8, CG9 CE5, CEO 1, CEO3</b>
<b>Collaborative learning activities.</b> 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.	<b>CG2, CG3, CG5, CG8, CEO 1, CEO3</b>

### GRADE ASSESSMENT

Assessment	CRITERIOS	PESO
<b>Active and regular participation in class activities</b>	Questions, arguments, knowledgeable suggestions and comments about issues presented in lectures	10%
<b>Individual reports, essays and exercises</b>	CG2, CG3, CG8, CG9 CE5, CEO 1, CEO3	20%
<b>Group Tasks</b> (work-shops, reports, collaborative papers)	CG2, CG3, CG5, CG8, CG9 CE5, CEO 1, CEO3	20%
<b>Final Project</b> (group project)	CG2, CG3, CG5, CG8, CG9 CE5, CEO 1, CEO3	25%
<b>Oral Presentation of Final Project</b>	CG2, CG3, CG5, CG8, CG9 CE5, CEO 1, CEO3	25%

Resits will consist of a paper to be written individually

STUDENT'S USUAL WORK LOAD*			
IN-CLASS HOURS			
Lectures	workshops	In-class supervised work	Evaluation
10	10	10	10
OUT OF CLASS			
Individual reading	Individual practical cases	Collaborative projects	Follow-up study
15	5	20	5
<b>CRÉDITOS ECTS:</b>			<b>75</b>

## **BIBLIOGRAPHY AND RESOURCES \***

### **Basic references**

#### **Textbooks**

Browaeys M-J. & Price, R., 2011. Understanding Cross Cultural Management. 2nd Edition. Pearson Prentice Hall FT

#### **Book chapters**

Instructors will provide the students with specific chapters of Works available at Comillas Library

#### **Articles**

Instructors will provide the students with the reference of sources, both scientific and informational. Regular press articles about the topics covered will also be suggested regularly