



DEGREE IN INTERNATIONAL BUSINESS

TEACHING GUIDE

CROSS-CULTURAL MANAGEMENT

ACADEMIC YEAR 2020-21

SUBJECT *Cultural Aspects of Management*

MATTER:

YEAR: *Third year*

1. COURSE DATA

Subject	Cross-cultural Management
Subject matter	Cultural aspects of Business
Subject character	Obligatory
Module	Cultural and Economic Environment
Degree	Degree in International Business
Year/Semester	1st semester, 3rd year (Group GR) 2nd semester, 3rd year (Groups AR and GO)
Department	<i>Direcció de Empreses. Juan José Renau Piqueras</i> http://www.uv.es/diremp
Professors	Subject coordinator: Fidel León Darder
Degree in International Business	<i>Groups GR and AR</i> <i>Professor: Fidel León Darder</i> <i>Office: 1-D-11</i> <i>E-mail: fidel.leon@uv.es</i>
Lecture timetable	http://www.uv.es/economia/guia/
Office hours	http://centros.uv.es/web/departamentos/...../
Exam dates	http://www.uv.es/economia/guia/

2. INTRODUCTION

Operating in international markets has become commonplace for an increasing number of companies, regardless of their size or the industry in which they are competing. The globalization of markets is driven by economic liberalization, technological evolution and the international expansion of the companies themselves. These conditions have forced companies to face negotiation processes and manage their own internal activities in environments far from their home countries. Understanding how globalization works as well as its multiple dimensions has become necessary for managers and businesspeople. The aim of this course on Cross-Cultural Management is to train students to develop their ability to communicate cross culturally and understand diverse perspectives. Students should be aware of the impact of culture on management and negotiation processes. These skills are becoming crucial in managing intercultural teams and operating in culturally distant countries. Students must become more self-aware of their own cultural backgrounds and be able to assess the

impact that their behaviour may have in different cultures. This course also introduces specific management practices in a variety of countries that are influenced by local culture.

3. WORKLOAD

Cross-Cultural Management comprises 6 ECTS. The workload is 150 hours (25 hours/credit), distributed as follows:

- Attendance at classroom lectures (which present the subject's main theoretical aspects):
 - 15 weeks x 2 hours = 30 hours.
- Attendance at practical case studies, oral presentations, debates, seminars, etc., individual and/or in teams:
 - 15 weeks x 2 hours = 30 hours.
- Team monograph report:
 - 1 report x 15 hours = 15 hours.
- Preparation of individual reports:
 - 5 reports x 3 hours = 15 hours.
- Preparation for exams and the theoretical and practical sessions:
 - Preparation of classes = 40 hours.
 - Preparation of exams = 15 hours.
- Examinations:
 - 2.5 hours.
- Attendance at tutorial sessions:
 - 2.5 hours.

In summary:

FACE-TO-FACE ACTIVITIES	65 h
<i>Attendance at theoretical sessions</i>	<i>30 h</i>
<i>Attendance at practical sessions</i>	<i>30 h</i>
<i>Attendance at tutorial sessions</i>	<i>2.5 h</i>
<i>Attendance at exams</i>	<i>2,5 h</i>
AUTONOMOUS ACTIVITIES	85 h
<i>Preparation of report</i>	<i>15 h</i>
<i>Preparation of individual reports</i>	<i>15 h</i>
<i>Preparation for exams and theoretical and practical sessions</i>	<i>55 h</i>

4. COMPETENCES TO ACQUIRE

The aim of this subject is to help students acquire the following competences:

- The ability to assess and critically analyse economic and international phenomena.
- Intercultural awareness and the ability to adapt to various geopolitical contexts.
- The ability to work in multidisciplinary and intercultural teams.
- The ability to understand and ponder socioeconomic and political contexts that affect decision-making in an international environment.
- The ability to understand the structure and actions of companies and organizations operating in an international context.
- An ethical approach to business as well as respect for the environment and human rights in their home country and in the markets in which the company operates.
- The ability to manage relationships between the headquarters of multinational companies and their foreign subsidiaries.
- The ability to prepare and present reports that contribute to the decision-making of public and private actors.
- The ability to identify inequalities between people in order to design, implement and evaluate relevant policies to facilitate the elimination of discrimination in companies and institutions.
- An understanding of different models of cultural differences and the various cultural dimensions that affect business.
- The ability to deal with diversity as a positive element.
- Knowledge of the main features of the business cultures in different regions of the world.
- An understanding of the organizational characteristics of companies in different regions of the world.
- The ability to recognize the dominant models in shaping business strategy in different regions.

5. LEARNING OUTCOMES

- The capacity to recognize specific features of one's own culture as a means of minimizing culture shock in negotiations and professional deals involving people from other cultures.
- The capacity to adapt to foreign cultures.
- The capacity to work in multicultural teams.
- The capacity to distinguish between the characteristics of business models in different parts of the world.

6. CONTENTS

This subject is divided into two parts. The first part – *Cultural differences, leadership and negotiation* – analyses the role of culture in management in an international context.

The second part – *Cultural specificities of the different regions* – analyses the key cultural aspects that influence how business is done in the various geographical regions of the world. The course is organized by units as follows:

UNIT 1. Culture and cultural differences between countries

- 1.1. The concept of culture. Organizational culture and country culture.
- 1.2. Hofstede's model of cultural differences.
- 1.3. The GLOBE model of cultural differences.
- 1.4. Gesteland's model of cultural differences.
- 1.5. Trompenaars's model of cultural differences.

UNIT 2. The influence of culture in international business

- 2.1. Key concepts related to global leadership.
- 2.2. Culture and international negotiations.
- 2.3. Do's and don'ts in international negotiation.
- 2.4. Culture and communication.
- 2.5. Managing global virtual teams.
- 2.5. Culture shock and acculturation.

UNIT 3. Culture and business in Europe

- 3.1. Business and management in Europe.
- 3.2 Business culture in the United Kingdom.
- 3.3. Business culture in France.
- 3.4. Business culture in Germany.
- 3.5. Business culture in Italy.
- 3.7. Business culture in Russia.

UNIT 4. Culture and business in North America

- 4.1. Business and management in North America.
- 4.2 Business culture in the United States.
- 4.2. Business culture in Mexico.

UNIT 5. Culture and business in Latin America

- 5.1. Business culture in Latin America: Introduction.
- 5.2. Business culture in Venezuela.
- 5.3. Business culture in Argentina.
- 5.4. Business culture in Brazil.
- 5.5. Business culture in Chile.

UNIT 6. Culture and business in Asia

- 6.1. Business culture in Asia: Introduction.
- 6.2. Business culture in China.
- 6.2. Business culture in Japan.
- 6.3. Business culture in South Korea.
- 6.4. Business culture in India.
- 6.5. Business culture in Kazakhstan.

UNIT 7. Culture and business in Africa

- 7.1 Business culture in Africa: Introduction.
- 7.2. Business culture in the Maghreb: Morocco.
- 7.3. Business culture in Sub-Saharan Africa.

7. COURSE SCHEDULE

CROSS-CULTURAL MANAGEMENT

Week	Lectures Friday 8.30 am	Practical sessions Thursday 10.30 am / Thursday 12.30 pm	Deadlines
Week 1 1/2/21	Presentation: UNIT 1	Exercise 1: Exposure to foreign cultures. Presentation Exercise 2	
Week 2 8/2/21	UNIT 1	Exercise 2: Test on cultural differences	
Week 3 15/2/21	UNIT 1–2	Exercise 3: Influence of religion on business across countries (I)	Deadline Exercise 3: 24/2/20
Week 4 22/2/21	UNIT 2	Exercise 3: Influence of religion on business across countries (II)	
Week 5 1/3/21	UNIT 2	Presentation Final Report Diversophy	
Week 6 8/3/21	UNIT 3	Exercise 4.	Final report: Team register: 22/10/20
Week 7 15/3/21	Holidays		
Week 8 22/3/21	UNIT 3	Exercise 5: Preparation	
Week 9 29/3/21	Holidays	Exercise 5: Presentation	Deadline Exercise 5: 30/3/21
Week 10 5/4/21	Holidays	Holidays	
Week 11 12/4/21	UNIT 4	Exercise 6: Cine forum (I)	
Week 12 19/4/21	UNIT 5	Exercise 6: Cine forum (II)	Deadline Film report: 20/4/21
Week 13 26/4/21	UNIT 5–6	Exercise 7.	
Week 14 3/5/21	UNIT 6	Exercise 7.	Deadline Exercise 7: 4/5/21
Week 15 10/5/21	UNIT 6	Final report presentations (I)	Deadline Final report: 10/5/21
Week 16 17/5/21	UNIT 7	Final report presentations (II)	

8. REFERENCES

- **Basic references:**

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- Moran, R.T.; Harris, P.R. & Moran, S.V. (2010): *Managing cultural differences: Global leadership strategies for cross cultural business success*, Oxford, Elsevier.
- Hofstede, G.; Hofstede, G.J. & Minkov, M. (2010): *Cultures and Organizations: Software of the Mind*, Third Edition: Intercultural Cooperation and Its Importance for survival, McGraw-Hill.

- **Additional references:**

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- Hofstede, G. (2001): *Cultures consequences: comparing values, behaviours, institutions and organizations across cultures*, London: Sage.
 - Ghauri, P. & Usunier, J.C. (2003): *International Business Negotiations*, Oxford: Elsevier.
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 - Ledeneva, A. (2008): Blat and Guanxi: informal practices in Russia and China. *Comparative Studies in Society and History*, 50(1), 118-144.
 - Llamazares, O. (2006): *Cómo negociar con éxito en 50 países*. Madrid: Global Marketing.
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 - Ronen, S. & Shenkar, O. (1985): Clustering countries on attitudinal dimensions: a review and synthesis. *Academy of Management Review*, 10 (3), 435-454.
 - Trompenaars, F. & Hampden-Turner, C. (2012): *Riding the waves of culture: Understanding diversity in global business*. 3ª Ed. New York: McGraw-Hill.
 - Warner, M. & Joynt, P. (2002): *Managing across cultures: issues and perspectives*, London: Thomson.
 - Wierzbicka, A. (1999): *Emotions across languages: diversity and universals*. Cambridge University Press.

9. PRIOR KNOWLEDGE

- **Relationship to other subjects on the same Degree:**

There are no enrolment restrictions with other subjects on the curriculum.

- **Other requirements:**

- Knowledge of Business Management. Students must have had comprehensive training in Business Management. They must have knowledge of the company and its functional areas, its organisational structure, and its relationship to the environment. This background is a reference point for developing the subject, and it will deepen and adapt to the cultural context.
- Knowledge acquired on the core subject International Business Management.
- A minimum **level of English** to be able to read and understand the rich material and literature available in that language.
- Basic knowledge of geography to be able to locate each country within its regional context.

10. TEACHING METHODOLOGY

Several teaching methods will be used in the process of teaching and learning this course on Cross-Cultural Management. These include traditional lectures as well as other methods and didactic forms of participation that encourage student involvement in the teaching-learning process. These other methods will encourage the link between teacher and student and between the students themselves and are suitable for developing generic skills. The methodology is as follows:

- **Theoretical sessions:** Lectures to present the above course contents. Also, since students will play a more active role in the teaching-learning process, and to facilitate autonomy in this process, each topic will have a guiding framework to enable students to build their own study materials by means of a literature search. The aim is for students to develop the following generic skills: the ability to analyse and synthesise information, the ability to evaluate, and the ability to learn and work independently.
- **Practical sessions:** The aim of these sessions is for students to implement the knowledge they acquire in the lectures, demonstrate their ability to work in groups, and practise their interpersonal communication skills. These sessions are also intended to help students to improve their capacity to organise and plan their work.

The practical classes will normally use the case method, with resolution of the case first individually and then in groups. Other teaching methods, such as analysis and discussion of articles and readings in small groups, will also be used. Several audio-visual materials will also be used in some presentations.

To develop some of the generic and specific content describe above, students will be required to produce an individual report.

This work will analyse situations in which the practitioner has to face intercultural challenges related to concepts studied on the course. Students will also draft an individual report whose submission date will be announced in the *Aula Virtual* at the beginning of the course.

As a general rule, tasks should be submitted via the *Aula Virtual*. Once the deadline has passed, no reports will be accepted by any other means.

11. EVALUATION

This subject will be evaluated in accordance with the following criteria:

- **Exam:** (this accounts for 40% of the overall mark). The main aim of the synthesis exercise (exam) is to assess students' achievement of the learning objectives. The exercises may combine objective tests (multiple choice exercises) and written essays. The questions may refer to theoretical or practical contents. Students will need to score **at least 50%** on this final exam before their mark from continuous assessment can be added. Exams can only be taken on the official dates scheduled by the Facultat d'Economia.
- **Continuous assessment:** (this accounts for 60% of the overall mark). This component will assess students' achievement and development of the specific competences and skills, generic competences and social abilities outlined in this teaching guide. During the semester, students will be required to hand in individual or group exercises associated with the practical sessions. Students' participation in the various activities proposed by the teacher will also be assessed. These will include analysis and discussion of readings, news articles, videos and active attendance at conferences and seminars. The deadlines for handing in the assignments will be set at the beginning of the semester. All the necessary information about these exercises will be published on the *Aula Virtual*. No exercise will be accepted once the deadline has passed.

In compliance with Article 6.9 of the Evaluation and Qualification Regulations of the Universitat de València, **attendance at the practical classes is mandatory**. Students will be deemed to have complied with the attendance requirement if they have attended a minimum of 80% of the hours for these sessions and have sufficiently justified their reasons for failing to attend any of the remaining sessions due to *force majeure*. Their final mark will be calculated by adding their marks from the exam and the continuous assessment. However, they need to pass the exam in order to pass the course. **The maximum mark for students who do not pass the exam will be 4.5.**

Continuous assessment activities go beyond the mere acquisition of knowledge. Teamwork and participation in these activities help to develop intercultural awareness, communication skills

and behavioural adaptation to diverse cultural environments. These skills and abilities cannot be measured through written exercises. However, the design of such activities (e.g. classroom participation, group work on case studies, etc.) makes it difficult to evaluate learning outcomes in other contexts. Therefore, **20% of the final grade is made up of activities that are non-recoverable at the second sitting**. Recoverable continuous assessment activities thus account for 40% of the final grade.

12. COVID-19 ADDENDUM

This teaching guide enables adaptation to various scenarios posed by Covid-19. If the face-to-face synthesis exercise is impossible to conduct, an online test with the same structure will be arranged.

The course calendar will be published on the *Aula Virtual* at the beginning of each semester.

ADDENDUM TO THE SYLLABUS FOR THE SECOND SEMESTER OF THE 2020-2021 ACADEMIC YEAR

Subject Code: 35900

Name: Cross-Cultural Management

Degree: GIB

The aim of this addendum is to modify certain sections of the syllabus for the second semester of the 2020-21 academic year as a consequence of the new normal and the potentially exceptional situation that may arise due to the health crisis.

1. Contents:

All contents envisaged in the Teaching Guide are maintained. In Unit 2 the importance of effectively managing global virtual teams will be highlighted.

2. Workload and teaching methodology:

The workload is maintained and includes both group and individual activities.

If the health situation makes it necessary to conduct teaching online, the same activities and scheduled sessions will be maintained. The only difference will be a change to online (synchronous or asynchronous) supervision.

3. Teaching methodology:

The modality of the classes will depend on the social and health conditions and restrictions established by the competent authorities.

In the case of **online teaching**, the classes will be given by videoconference (preferably synchronous) using Blackboard Collaborate, Teams, Skype or any other tool the lecturer considers suitable for optimizing the students' teaching-learning process during the scheduled sessions. **The dates and times of these sessions will remain the same.**

In the case of **blended teaching**, students will have to access the classroom in alternate weeks depending on the initial of their last name (A-M or L-Z). The classes will be broadcast so that the students will have face-to-face teaching one week and the next week they will follow the classes in streaming mode.

For online teaching, the online platforms recommended by the UV, i.e. the *Aula Virtual* and Blackboard Collaborate, will be used.

The teaching methodology will be participatory and collaborative, with cases and projects. Most activities require the formation of student teams, interaction, the search for joint solutions, and cooperative learning. All these activities will therefore be considered non-recoverable. If sanitary conditions or student health conditions do not allow attendance in the classroom, these activities can be carried out in virtual groups.

On the other hand, certain individual activities will also be designed. These activities will be considered recoverable at the second sitting for students who fail the continuous assessment or who have not attended classes in the first semester.

4. Evaluation:

In this course the evaluation system is modified to give greater weight to continuous assessment and less weight to the final examination. Continuous assessment will therefore account for 60% of the final grade and the final examination will account for 40%.

Students who do not pass continuous assessment in the first call will be able to recover 20% of the grade (corresponding to the individual activities) in the second call by completing their individual reports again. These reports will be submitted on the date determined for the examination of the second sitting.

Final exam (40%):

The final exam will involve the writing of essays. This exam will be held on the date determined by the Faculty of Economics and will be conducted preferably in person. If it cannot be done in person, an exam will be scheduled on the *Aula Virtual* (in this case, the exam may include multiple choice questions and a speaking component via videoconference).

If the situation requires it, students may take partial exams throughout the course. If students pass these exams, some of the course contents could be removed from the final exam.

In both the first and the second call, to pass the course it is necessary to pass the final exam (5 points out of 10 on the exam).