

# Teaching guide

## IDENTIFICATION DETAILS

Degree:	Integral Leadership Program (UFV-Awarded Title associated with Excellens Programme)
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Faculty/School:	Legal and Social Science
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Course:	INTERCULTURAL RELATIONS
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Type:	Compulsory Internal
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ECTS credits:	2
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Year:	4
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Code:	72136
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Teaching period:	Eighth semester
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Teaching type:	Classroom-based
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Language:	English
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Total number of student study hours:	50
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Teaching staff	E-mail
Georgina Barkin	

## SUBJECT DESCRIPTION

<p>The "Intercultural Management" course encompasses ways of cross-cultural comparison of management and communications processes, emphasizing on possible (and practical) cultural geographic distinctions and individual, group, and organizational history that affect behavior.</p>
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## GOAL

<p>The overall objective of the module is to define in theory and practice the divergence of management across the world today. At the end students will be able to understand the way management is approached in different areas of the world.</p>
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## PRIOR KNOWLEDGE

No previous knowledge is required

## COURSE SYLLABUS

The course examines case studies and readings that focus on general concepts of “culture” as well as in particular on issues of intercultural competence, cultural identity and cultural diversity from a strategic, organizational, and marketing perspective. In parallel, the course considers the ethical issues highlighted by an intercultural perspective on business activities. The course encourages students to adopt a range of critical approaches drawn from history, anthropology, organizational sociology, narrative and symbolic/interpretive analysis, post-modern theory, and management practice. DateContentNr. hrs

L 1 Introduction and overview – expectations, course goals, syllabus. Project Teams set up and topics. Individual exercises. The Fundamentals of Culture. Drivers and consequences of globalization.  
ACTIVITIES: Expectations activity, Bunker activity  
1 h

T 1 Read CH 1+12 Cultures and Organizations  
1 h

L 2 Culture as an explanatory factor. Concept of “National Culture”. Typologies of Hofstede and Trompenaars.  
ACTIVITIES:  
Discussing dimensions with matrix- pick two cultures and compare  
Group work and presentation on dimensions  
Family with 5 children case study. Case 8+19+project 1 from Blue hofstede book  
CH 3 Exploring Culture  
Keith Chen video from Ted talks- on language  
In class: pick two dimensions and discuss what issues may arise  
Chapter 3 exploring culture  
Role play explaining TMA model  
Values exercise  
A world of difference video daily motion  
2 hs

T 2 Individual analysis / personal reflection about the Hofstede's model with respect to the student's cultural origin/s and experience in Spain; show examples to demonstrate / explain the reasoning behind (to discuss in class) Case 8+19+Project 1 from Cases and Projects from Intl Management.  
Chapter 3 exploring Culture. CH 3-8 Cultures and Organizations  
1 h

L 3 Cineforum: Great Greek Wedding & analysis  
2 hs

T 3 Recommended Reading  
1 h

L 4 What's Cross-Cultural competence? Stages of Cross-Cultural competence. Learning process. Cross-Cultural competence and Business.  
1 h

T 4 Case : Fill in MBTI Questionnaire in <http://www.humanmetrics.com/cgi-win/jtypes2.asp> and keep the results for in class debate. Also do the following tests: Communication Styles, Temperaments, Kilman. Read CH 11 on Cultures and Organizations  
1 h

L 5 Principles of Effective Communication. Different Communication Styles. Challenges of Communicating across Cultures. Basics in International Body Language.  
ACTIVITIES:  
Conflict resolution  
Rectangle exercise  
MBTI  
4 temperaments  
Communication Style  
Hofstede pg 30-32 exercise  
Body language video  
Who done it video  
Visual cues video  
Dancer video  
Covey on Changing paradigms

Lady singing  
 Amy Cuddy Video  
 Ted talk duping delight  
[http://www.youtube.com/watch?v=dW9ztSUGY\\_Q](http://www.youtube.com/watch?v=dW9ztSUGY_Q) history channel body language  
 3 hs

T 5 Make a list of words related to VAKS, cases 4+5 + CH11 Cultures and Orgos

L 6 Principles of Negotiation. Different Negotiation Styles. Challenges of Cross-Cultural Negotiation.  
 Case studies 9+10+141  
 1 h

T 6 Recommended Reading

L 7 Principles of Management. Different Management Styles. Challenges of Managing across Cultures.  
 The Cultural Intelligence Difference. Case studies  
 2 hs

L 8 Organizational Culture Fundamentals. Relationship between National Culture and Organizational Culture. Ethical Behavior in the Global Marketplace.  
 Activities:  
 Dan Ariely video on cheating  
 Wheel of values  
 Have them look for values on internet and discuss  
 Homework. Evaluate German Culture –  
 In groups study and present German, Spanish and US (when cultures collide)2  
 2 hs

L 9 Intercultural Management and Leadership. Multi-cultural work groups and teams. Creating Cultural Sinergy. Motivating the Global Workforce.  
 Fruits of success  
 Leadership questionnaire  
 Motivational videos  
 Mission vision  
 The moon exercise  
 1 h

L 10 Written Exam  
 1 h

## EDUCATION ACTIVITIES

Classes, case studies, role plays, analysing a film, in class research and presentations

## DISTRIBUTION OF WORK TIME

CLASSROOM-BASED ACTIVITY	INDEPENDENT STUDY/OUT-OF-CLASSROOM ACTIVITY
16 hours	34 hours

## SKILLS

Leading, negotiating and communicating in Multicultural Environments:

## LEARNING RESULTS

Key learning takeaways: Being able to profile people culturally speaking to lead them and communicate with individuals and teams from their own paradigm

## LEARNING APPRAISAL SYSTEM

Students will be evaluated through a continuous evaluation system (CES) and via the following tools:

- Attendance and continuous evaluation by the teacher of active participation in the exercises and debates in class and the on-line campus forums. Attitudes and quality of reasoning measurement.
- Various individual works / exercises to apply theoretical knowledge.
- Exam on the last day of class

Attendance and participation count for 60% of the grade as most work will be done during class.  
The exam is 40% of the grade

Extraordinary Evaluation:

In case a student fails the first time around, he/she will be evaluated the following activity:

Watch and Analyse a film (Dialogues and scenes) using Hofstede`s and Lewis Model as a reference. The student will need to read up on said models and analyse the film.

## BIBLIOGRAPHY AND OTHER RESOURCES

### Basic

Hofstede, G. (2010): Cultures and Organizations: Software of the Mind. 3rd edition. McGraw-Hill. ISBN: 978-0071664189

Class Handouts: various readings

### Additional

Moran, R. T.; Harris, P.R. ; Moran, S.V. (2010): Managing Cultural Differences: Global Leadership Strategies for Cross-Cultural Business Success. 8th edition. Butterworth-Heinemann. ISBN: 978-1856179232. Unit 1: Cultural Impacts on Global Management.

Hall, E. (1976): Beyond Culture. Anchor Books. ISBN: 978-0385124744

Hampden-Turner, C.; Trompenaars, F. (1997): Riding the Waves of Culture: Understanding Cultural Diversity in Business. 2nd edition. Nicholas Brealey Publishing. ISBN: 978-0786311255

Hofstede, G. (2010): Cultures and Organizations: Software of the Mind. 3rd edition. McGraw-Hill. ISBN: 978-0071664189

Hofstede, G. (2002): Exploring Culture: Exercises, Stories and Synthetic Cultures. Nicholas Brealey Publishing. ISBN: 978-1877864902

Lewis, R. D. (2005): When Cultures Collide: Leading Across Cultures. Nicholas Brealey Publishing. 3rd edition. ISBN: 978-1904838029

Mead, R. (2000): Cases and projects in international management: cross-cultural dimensions. 1st edition. Wiley-Blackwell. ISBN: 978-1557868497

Moran, R. T.; Harris, P.R. ; Moran, S.V. (2010): Managing Cultural Differences: Global Leadership Strategies for Cross-Cultural Business Success. 8th edition. Butterworth-Heinemann. ISBN: 978-1856179232. Unit 2: Regional Cultural Specifics.