



**Ramon Llull University, IQS School of Management, Barcelona
University of New York in Prague (UNYP)**
Summit Global Education Program

Course Syllabus

MGT 321: Cross Cultural Management

Purpose:

- This course is designed for undergraduate students with a focus on managing teams across cultures. It is open to students of all majors looking for an understanding of the principles of cross-cultural management, with specific emphasis placed on the European Union.

Introduction:

- In a globalized world characterized by the integration of business and markets, the increasing flow of people and capital around the world, the ability to work, manage and to communicate in culturally diverse settings has become a key pre-requisite for college graduates of all majors and fields of personal and professional interests.

Course Description:

- This course provides an intellectual and experiential forum for developing the interpersonal-Intercultural communication and interaction skills necessary for international managers. While learning to identify cultural aspects of verbal and nonverbal behavior of persons from different cultures and themselves, students come to recognize cultural differences that can cause difficulties in management situations. Participants will acquire detailed expertise in dealing with a wide variety of cultural situations, challenges and paradigms, thus learning practical skills that will be useful for their own personal and professional development on an international level.
- Other important topics include working effectively in multi-cultural teams, cross-cultural negotiations and international careers. Set in a multi-cultural setting, the course puts a strong emphasis on practical applications that will be enhanced through exercises and case studies.

Course Objectives:

Upon successful completion of this course students will be able to:

1. Exhibit a high degree of cultural intelligence and cross-cultural communication skills applicable to the real world of business and travel
2. Acquire a sharper understand of their own culture and how it impacts their behavior in a multicultural setting
3. Interpret behavior, attitudes and communication styles of people from different cultures correctly
4. Become familiarized with the key cultural characteristics of the main countries in Europe
5. Use a repertoire of behavioral skills appropriate for different intercultural situations
6. Deal with ambiguity in an ever-changing and unpredictable context that results from the globalization of business and people
7. Exhibit a high degree of effectiveness when working in culturally diverse groups
8. Understand how to use the Cultural Orientation Indicator, and the concepts of hierarchy, power-distance, space, time, and other orientations to understand their own cultural preferences, and to identify key cultural gaps with others

Students:

- All majors are welcome!
- UNDERGRADUATE or GRADUATE level students are welcome to apply.

Prerequisites:

- This course assumes that students have a desire to work with people across cultures. It is not required, however, for students to take any prerequisite courses before taking this class.

Course Requirements:

- The course requires active student participation. Students are expected to read the assigned textbook chapters, cases and articles before every class. There will be a midterm exam, a final exam, case studies and a team project. Students are required to attend professional visits.

Teaching Procedures and Methodology:

- Teaching methods used in this course include lectures, case discussions, group assignments and professional visits. Learning in this course requires the student's constructive participation and active involvement in both class discussions and small group discussions. Small group discussions, in particular, are a key mechanism for facilitating learning from other team members. Thus, it is essential to attend all group activities inside and outside classes. The professional visits will expose the participants to different aspects of the class and will highlight the practical relevance of the concepts learned. The visits will be accompanied by individual or group assignments.

Readings:

- Before the end of the course, students are expected to read 100% of the book: "Cultural Intelligence: Living and Working Globally", by David Thomas and Kerr Inkson, Berrett-Koehler Publishers, 2009.
- Estimated daily reading: 5-10 pages

Recommended Readings:

- "Managing Across Cultures: The 7 Keys to Doing Business with a Global Mindset" by Charlene Solomon and Michael S. Schell, McGraw Hill, 2009

- “Understanding the European Union”, by John McCormick, Palgrave Macmillan, 5th Ed., 2011

Supplementary Readings:

- Additional readings will be assigned by the professor. These readings are designed to acquaint students with core paradigms in Europe, as well as some of the most well known or well done empirical studies. Additional recommended readings and websites used in the past have included:
- “Headhunting Goes Cross-Cultural” by Joseph Daniel McCool, Business Week, 06/05/2008
- “Five Global Leadership Forces”, by Marshall Goldsmith, Bloomberg Business Week, 10/2009
- “Managing Differences: The Central Challenge of Global Strategy”, by Pankaj Ghemawat, Harvard Business Review, 03/2007
- “Managing Multicultural Teams” by Jeanne Brett, Kristin Behfar and Mary C. Ker, Harvard Business Review, 11/2006
- “Facial Expressions Not Universally Understood”. By Robert Preidt, Executive Health, 08/2009
- “Short-term Overseas Assignments”, by Bronwyn Fryer, Harvard Business Online, 07/2009

Daily Homework - Journal (Field notes):

- Daily (minimum 3 per week): Students are asked to write a 1-page (minimum) summary of cross cultural experiences that happen outside of the classroom (with people outside of the Summit Global Education program).
- Students are asked to submit their daily journal/ field notes via Google Drive folder prior to class the next day (or 10am if there is not class that day), commenting on how these experiences relate to course materials.

Term Paper Project:

- Students will choose their teams for the group project (up to 3 students per team).
- Working in multi-cultural teams, students will develop a training manual for business executives preparing for expatriate assignments in European countries: The training manual will be based on cross-cultural concepts discussed in class in tailored to the communication environment of Spain and other European countries. The objective is that groups produce a manual that could find practical applications in the real world of business and communication. The project report should be between 6 and 8 pages in length, including a description of the proposed practical training sessions and exercises in part 2.
- To research this project, students will be asked to interview and interact with locals in each country we visit, and to identify the cultural differences that might be relevant to the training manual for expat executives. These interviews should be quoted or referenced in the term paper as sources.

Term Paper Project - Deliverables:

- The team members are required to provide the instructor with regular and frequent updates on the progress of their project. The instructor will consequently provide on-going feedback to each team. Throughout their time abroad, students will be working on their team project. The following is a list of assignments that students will need to turn in for this project:
- Project updates: Each group has to submit a total of two project updates in order to demonstrate their progress. The instructor will provide timely feedback to ensure that each group is on target.
- Written Report: The report should be 6-8 pages in length (single-sided, typed, double-spaced, in 11-12 point font, Times New Roman), excluding the cover page, table of contents, list of references, and appendices. Key cross-cultural concepts discussed in class should be deeply incorporated into

the term paper. In addition to the main content, all written reports must include a cover page, a table of contents, page numbers, a list of current references (minimum of 10), and an appendix of key figures, charts, and the like. References should be written in American Psychological Association (APA) or Harvard Reference format. If you are not familiar with these formats, consult manuals in the library or Internet.

- Due date: 1 day prior to the final exam. For example, if you are taking your final exam in Budapest on July 30th, then your final project is due before class (morning) of the 29th. (We do not want you working on the final project on the night when you should be studying for your final exam!).
- Presentation: In the last week of class, each team may be asked to hold a 10 minute concise, informative and creative presentation, highlighting the key points of their project report. Creativity is strongly encouraged in all presentations.
- Peer review: At the end of the project, students will be asked to submit a peer-review; grading their fellow teammates with regards to their participation. Individual grades will be adjusted based upon these reviews.

Presentation:

- "CULTURAL METAPHOR" GROUP PRESENTATION
- Make a summary of a document about a country provided by the professor.
- No more than 2 slides about the country's history
- Focus on the cultural traits.
- Talk about the examples given in the document (stats, surveys...)
- Describe and explain the metaphor.
- Use the vocabulary (cultural dimensions) taught in the course.
- Add pictures related to the metaphor (but no video).
- The presentation should be done as a TV show where all the participants participate (questions & answers) to talk about the country's culture using the metaphor.
- 20 slides (PowerPoint presentation)
- Duration: 25 minutes (equally distributed between all the members of the group)
- 1 paper copy of the slides will be delivered to the teacher just before the presentation. 4 slides per sheet, horizontal, in black and white
- A group grade (except if big differences are observed between the group members)
- Save the file on a USB device and send it to your mail (just in case...)

Homework - Introduction to the European Union (Module):

- In addition to assignments and readings given in class by professors, the following assignments are due from all students attending the Summit Global Education summer programs in Europe:
- LECTURES: All students must attend all "Introduction to the European Union" sessions organized by Summit Global Education. The purpose of these lectures is to ensure that all students understand the European context within which their course is based. This module might include daily lectures on EU related topics, as well as Summit organized cultural or professional visits.
- PROFESSIONAL / CULTURAL VISITS: **3-Questions:** Before each professional / cultural visit organized by Summit Global Education, students should think about 3 questions that they would ask (if they had a chance to sit down with an executive from the organization). Submit 3-questions via Google Drive folder prior to the visit. **1-page summary:** After each professional / cultural visit, students should submit a 1-page summary paper of the visit, highlighting any lessons learned which

might relate to the Summit Global Education courses, or the introduction to European Union module.

- EACH NEW CITY/COUNTRY: **Pre-Arrival:** Prior to traveling to a new country on the Summit program, students should submit a 1 page paper about the country they are about to visit. This brief paper should outline 2-3 of the main issues currently ongoing in the country or city which we are about to visit. What are the main issues? Is there an ongoing crisis? Election upcoming? Most importantly: The student should indicate what they hope to learn about this issue while visiting the country or region. **Before Leaving:** Before traveling to leave each city on the Summit program, students should submit a 1 page paper about the country they just visited. This brief paper should outline 2-3 things that surprised them about the city (country, culture, people) that they just visited. What was unexpected (in either a good or bad way)?

Components of Final Grade:

- Exam #1 15%
- Exam #2 25%
- Presentations 15%
- Term project 20%
- Class participation 10%
- Introduction to the EU (professional visits, papers and participation) 15%

Grading Scale:

- A 93 - 100%
- A- 90 - 92.9%
- B+ 87 - 89.9%
- B 83 - 86.9%
- B- 80 - 82.9%
- C+ 77 - 79.9%
- C 73 - 76.9%
- C- 70 - 72.9%
- D+ 67 - 69.9%
- D 63 - 66.9%
- D- 60 - 62.9%
- F Below 60%

Useful Websites:

- Melibee Global cultural tools: <http://melibeeglobal.com/>
- Berlitz Cultural Navigator: <https://www.culturalnavigator.com>
- The Hofstede Center: <http://geert-hofstede.com/>
- Hofstede Dimensions of Culture: <http://geerthofstede.nl/dimensions-of-national-cultures>
- Harvard Business Review - Cross Cultural Mgt: <https://hbr.org/topic/cross-cultural-management>
- International Journal Cross Cultural Management: <http://ccm.sagepub.com/>

- BBC Word News: www.bbc.com
- The Economist: <http://www.economist.com>
- Wall Street Journal: <http://online.wsj.com/public/us>
- Financial Times: <http://www.ft.com>
- Business Week: <http://www.businessweek.com>
- Global Edge: <http://globaledge.msu.edu>
- World Fact Book: <http://www.cia.gov/cia/publications/factbook>
- European Union: <http://www.europa.eu.int>
- Note: Recommendations from students regarding additional websites of interest are encouraged.

Credit Transfer:

- Courses are designed in order to facilitate the acceptance of credits by U.S. based and international universities.
- Our courses are designed to be 300-level courses, adequate for undergraduate students, upper division level (The courses are designed to be specific and in-depth, and would usually be taken in the last two years of a traditional four year degree program). Each of the courses is worth 3.0 U.S. semester credit hours (6.0 ECTS and Australian credits). Each 3.0 credit course will include 48 academic hours, composed of in-class instruction and technical visits to local companies and organizations.

Host University (School of Record):

- Global Summit Barcelona: [IQS School of Management](#) is a century-old university center, founded by the Jesuits, with great tradition and prestige in the industrial and business world. IQS is a founding member of the Ramon Llull University. The IQS School of Management is recognized as one of the best undergraduate schools for Business Administration in Spain, and stands out for its specific Masters programs, and for the integral education of its graduates and their capacity to manage industrial and technological organizations. It has been recognized by the AACSB (Association to Advance Collegiate Schools of Business, USA) for its undergraduate, masters, and doctorate programs in Business Administration.
- Global Summit Prague: University of New York in Prague (UNYP) in cooperation with State University of New York/Empire State College is an accredited private higher education institution in Prague. Since 1998, UNYP has been offering English-language higher education in Central Europe, with a focus on Business Administration, Communications, Finance, IT Management, Marketing, International Economic Relations, and more. UNYP is the largest and leading English language higher education institution in the Czech Republic. UNYP offers accredited Bachelor's, Master's, MBA, and PhD programs in English as an officially recognized higher education institution in the Czech Republic, and in partnership with prestigious international universities in the United States and Europe.

Academic Integrity:

- Both IQS and UNYP place a high value on the integrity, good conduct and academic honesty of all students. Students are expected to maintain high standards of academic integrity at all times. Any instance of academic dishonesty, including plagiarism, will result in a grade of F for the course.

Schedule of Classes and Professional Visits:

- The detailed schedule of classes and professional visits for each session is available online at www.SummitStudyAbroad.com

Course Outline:

All of our courses are designed with a modular format. Students should expect to cover at least 80% of the content per module, depending upon the Session selected.

Key Concepts:

- Individualism – Collectivism
- Universalism - Particularism
- Trust
- Time Orientation (Future, Present, Past)
- Time - “monochronic” or “polychronic”
- Time - Short-term vs. Long-term
- Uncertainty Avoidance
- Power Distance
- Masculinity – Femininity

Module 1

- Introduction to cross-cultural communication
- The globalization of business and people in the 21st century
- Understanding culture and cultural differences
- Components of cultural intelligence
- Key cultural values and concepts
- How culture affects behavior
- Switching off cultural cruise control
- Class Discussion: Examining our culture's norms and behaviors
- Cultural differences between the countries in the European Union

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Module 2

- Developing cultural intelligence: Stages, process and supporting activities
- National and global cultures explored
- Decision-making models across cultures
- Goals, motivation and ethics in decision-making
- Cross-cultural communication failures
- The cross-cultural communication process
- Verbal language, codes and conventions
- Nonverbal communication
- Negotiating styles in the European Union
- Focus: Cultural characteristics of European Union countries

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Module 3

- Raising your cultural intelligence: knowledge, mindfulness and behavior
- Leadership across cultures: styles, expectations and examples

- Culturally intelligent leadership
- Working in multicultural teams: concepts, processes and performance
- Culturally intelligent team management: skills and strategies
- Creating cultural competence: the international experience
- Workshop: Negotiations and team management training
- Focus: Cultural characteristics of key countries within the European Union

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Module 4

- Toolbox for understanding and solving ethical dilemmas of international executives
- Managing international careers: challenges and opportunities for the 21st century
- Putting it all together: knowledge, mindfulness and behavioral skills
- Workshop: Individual cross-cultural management skills inventory and scorecards
- Team projects: findings and discussion
- Case study: becoming a global manager

Module - Introduction to the European Union

- Students will visit European companies and organizations and will engage in cultural visits. These visits will be integrated back into the classroom during our daily "debrief" sessions called "Introduction to the EU". Topics to discuss may include: Regional differences within Europe, Immigration, History of the European Union and the Eurozone, Key European Institutions, and the ongoing economic and political crises in Europe

COURSE DESIGN:

- Global Summit BARCELONA: Students begin in Barcelona, with approximately 2 ½ weeks of in-class content completed in class at the IQS School of Management. Samples of course materials (slides, etc) available upon request
- Then, students are led on a journey across Europe to visit companies and organizations. During this time students will have: VISITS: cultural and professional visits designed to enhance the course material; ASSIGNMENTS: Daily writing assignment - students to upload a 1-page summary of cultural experience from outside of classroom; READINGS: Daily reading assignment from assigned textbook: "Cultural Intelligence: Living and Working Globally", by David Tomas and Kerr Inkson, 2009.
- Samples of course materials (slides, etc) available upon request

ITINERARY (Tentative):

- Planned class days (and professional visits) are listed below
- Note: This schedule is subject to change. The actual schedule will be given to students at a later date, and is subject to changes without prior notice.

BARCELONA, Thursday, June 9th, 2016

- IQS School of Management, Barcelona
- Opening Session
- Introductions
- Barcelona, Safety, Orientation

BARCELONA, Friday, June 10th, 2016

- IQS School of Management, Barcelona
- 9:30-10:00 Introduction to EU module
- 10:00-14:00 Cross Cultural course with Professor Jean-Philippe Charles
- Walking tour of Barcelona old town

BARCELONA, Monday, June 13th, 2016

- Professional visit to Torres Winery
- Assignments uploaded to google drive: (3 questions + 1 page summary)

BARCELONA, Tuesday, June 14th, 2016

- IQS School of Management, Barcelona
- Morning walking tour of Gaudi Barcelona
- 14:00-15:00 Introduction to EU module with Professor Carlos Moslares discussion about Barcelona, Catalonia and the EU
- 15:00-17:00 Cross Cultural course with Professor Jean-Philippe Charles

BARCELONA, Wednesday, June 15th, 2016

- Professional visit to Barcelona Activa
- Cultural visit to Barcelona City Hall
- Assignments uploaded to google drive: (3 questions + 1 page summary)

BARCELONA, Thursday, June 16th, 2016

- IQS School of Management, Barcelona
- 14:30-15:00 Introduction to EU module
- 15:00-17:00 Cross Cultural course with Professor Jean-Philippe Charles

BARCELONA, Friday, June 17th, 2016

- IQS School of Management, Barcelona
- 9:30-10:00 Introduction to EU module
- 10:00-14:00 Cross Cultural course with Professor Jean-Philippe Charles

BARCELONA, Monday, June 20th, 2016

- IQS School of Management, Barcelona
- 11:30-12:30 Introduction to EU module
- 12:30-14:30 Cross Cultural course with Professor Jean-Philippe Charles

BARCELONA, Tuesday, June 21st, 2016

- IQS School of Management, Barcelona
- 9:30-10:00 Introduction to EU module
- 10:00-14:00 Cross Cultural course with Professor Jean-Philippe Charles

BARCELONA, Wednesday, June 22nd, 2016

- IQS School of Management, Barcelona
- 9:30-10:00 Introduction to EU module
- 10:00-14:00 Cross Cultural course with Professor Jean-Philippe Charles

BARCELONA, Thursday, June 23rd, 2016

- Professional visit TV3
- Assignments uploaded to google drive: (3 questions + 1 page summary)

BARCELONA, Friday, June 24th, 2016

- Holiday

BARCELONA, Monday, June 27th, 2016

- IQS School of Management, Barcelona
- 10:00-12:00 EXAM - Cross Cultural course with Professor Jean-Philippe Charles
- 16:30 ---> TRAIN TO PARIS

PARIS, Monday, June 27th, 2016

- Arrive in Paris in the evening

PARIS, Tuesday June 28th, 2016

- Walking tour of central Paris

PARIS, Wednesday, June 29th, 2016

- 14:00-18:00 IESEG School of Management, Paris
- Optional picnic in evening by River Seine

PARIS, Thursday, June 30th, 2016

- 9:00-11:30 IESEG School of Management, Paris
- Professional and Cultural Visits organized by Summit in the afternoon: La Maison du Pastel, and Opera Garnier backstage tour
- Assignments uploaded to google drive: (3 questions + 1 page summary)

PARIS, Friday, July 1st, 2016

- 9:30 leave Paris ---> TRAIN TO LONDON
- 14:00-16:00 - Welcome to UK event

LONDON, Friday, July 1st, 2016

- Arrive in London in the afternoon
- 14:00-16:00 - Welcome to UK event

LONDON, Saturday, July 2nd, 2016

- BBC professional visit in the morning
- Assignments uploaded to google drive: (3 questions + 1 page summary)

LONDON, Monday, July 4th, 2016

- 9:00-13:00 Middlesex University, London
- Optional afternoon visit to the Tower Garden

LONDON, Tuesday, July 5th, 2016

- 9:00-13:00 Middlesex University, London

LONDON, Wednesday, July 6th, 2016

- FLY HOME: Students from Session BCN 01
- Other students: 9:30 leave London ---> FLIGHT TO BERLIN
- 14:00-16:00 - Welcome to GERMANY lecture

BERLIN, Wednesday, July 6th, 2016

- Arrive in Berlin early afternoon
- 14:00-16:00 - Welcome to GERMANY lecture

BERLIN, Thursday, July 7th, 2016

- 10:00-10:45 - lecture at hotel conference center, Berlin

BERLIN, Friday, July 8th, 2016

- 10:00-10:45 - lecture at hotel conference center, Berlin
- 14:00-18:00 - visit to BMW motorcycle plant
- Assignments uploaded to google drive: (3 questions + 1 page summary)

BERLIN, Saturday, July 9th, 2016

- 9:00-13:00 - visit to German Parliament Bundestag
- Assignments uploaded to google drive: (3 questions + 1 page summary)

BERLIN, Monday, July 11th, 2016

- FLY HOME: Students from Session BCN 02
- Other students: 9:30 leave Berlin ---> TRAIN TO PRAGUE
- 14:00 - Welcome to Czech Republic lecture at the University of New York in Prague

PRAGUE, Monday, July 11th, 2016

- 9:30 ---> TRAIN TO PRAGUE
- 14:00 - Welcome to Czech Republic lecture at the University of New York in Prague

PRAGUE, Tuesday, July 12th, 2016

- 11:30-12:30 lecture at the University of New York in Prague

PRAGUE, Wednesday, July 13th, 2016

- Afternoon: **Professional Visit** to Skoda (automobile manufacturing)
- Assignments uploaded to google drive: (3 questions + 1 page summary)

PRAGUE, Thursday, July 14th, 2016

- 11:30-12:30 lecture at the University of New York in Prague

PRAGUE, Friday, July 15th, 2016

- 11:30-12:30 lecture at the University of New York in Prague

PRAGUE, Monday, July 18th, 2016

- 11:30-12:30 lecture at the University of New York in Prague

PRAGUE, Tuesday, July 19th, 2016

- 11:30-12:30 lecture at the University of New York in Prague

PRAGUE, Wednesday, July 20th, 2016

- Afternoon: **Professional Visit** to Pilsner Urquell (beer company)
- Assignments uploaded to google drive: (3 questions + 1 page summary)

PRAGUE, Thursday, July 21st, 2016

- 11:30-12:30 lecture at the University of New York in Prague

PRAGUE, Friday, July 22nd, 2016

- 11:30-12:30 lecture at the University of New York in Prague

PRAGUE, Saturday, July 23rd, 2016

- FLY HOME: Students from Session BCN 03
- Other students: free weekend

PRAGUE, Monday, July 25th, 2016

- 11:30-12:30 lecture at the University of New York in Prague

PRAGUE, Tuesday, July 26th, 2016

- 11:30-12:30 lecture at the University of New York in Prague
- EXAMS

PRAGUE, Wednesday, July 27th, 2016

- FLY HOME: Students from Session BCN-PRA 01
- Other students: 7:30 leave Prague ---> BUS TO VIENNA, BUDAPEST

VIENNA, Wednesday, July 27th, 2016

- On the journey to Budapest, we will stop for a few hours in Vienna.

BUDAPEST, Wednesday, July 27th, 2016

- Arrive in Budapest in the evening

BUDAPEST, Thursday, July 28th, 2016

- 9:30-11:30 Corvinus University, Budapest
- Walking tour of Budapest afternoon

BUDAPEST, Friday, July 29th, 2016

- 9:30-11:30 Corvinus University, Budapest

BUDAPEST, Monday, August 1st, 2016

- EXAMS
- FINAL CLOSING CEREMONY (evening)

BUDAPEST, Tuesday, August 2nd, 2016

- FLY HOME: Students from Session BCN-PRA 02, and Session BCN 04
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Note: Courses and Programs (itinerary, courses, professors, prices and more) are subject to change without prior notice. The information provided in this document is supplied for purposes of planning only. Actual course materials may be modified based on the professor's preference or on itinerary changes.