



Universitat Autònoma  
de Barcelona

## CROSS-CULTURAL MANAGEMENT

Number of sessions: 30

Length of each session: 1,5 h

Total length of the module: 45 hours

## INTRODUCTION TO THE COURSE

In an increasingly global world, managers must be able to handle diversity effectively. The aim of this module is therefore:

- To increase the awareness of the impact of national cultures on business.
- To provide the students with theoretical and practical tools in order to improve their productivity when working and doing business with people from other cultures.
- To make the students more aware of their personal orientations.

## REQUIREMENTS

- Fluent in English

## CONTENTS

Cultural Dimensions analysed in the course:

- Identity: **individual** o **collective**
  - Communication: sincere or diplomatic (meaning of “yes”)
  - Attitude towards conflicts
  - Decision making process
- Norms: **rigid** or **flexible**
  - The business contract
  - The price
- **Task** orientation (“specific”) o **people** orientation (“diffuse”)
  - Communication: “low context” o “high context”
  - Divide between work and private life
  - A “good” business presentation
  - Starting a negotiation



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- **Initial trust**
  - High or low
  - Credibility
- Expression of **emotions** and its impact on credibility:
  - Communication: expressive or controlled
  - Interruptions: tolerated or avoided
  - Verbal and non verbal communication
  - Silence and humor
- Vision of **time**:
  - Priority to the schedule or to the personal relationships
  - One task or many tasks at the same time
  - Orientation towards the past, the present or the future
  - Orientation towards short, middle or long term.
- Attitude towards the **unknown**:
  - Enthusiasm for innovation or preference for stability.
  - Thinking pattern: deductive / dogmatic or inductive / pragmatic
- **Power** Distribution:
  - Communication: formal or informal
  - Level of centralization
- Preferred attitude: "**masculine**" or "**feminine**"
  - Communication: assertive / strong o modest / tender

## GRADING

The course will have 4 evaluation activities.

### 1. Examination: Final exam / closed book (40%)

**Duration:** 2 hours

**Aims:** to check the student's **knowledge** and understanding of the cross-cultural framework presented and his/her **ability to use it** in workplace / business situations.



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**2. A written Paper: “My Personal Orientation” (20%)**

**Assessment type:** Individual assignment

**Aims:** to demonstrate their understanding of the cross-cultural framework and to be able to use it to gain a deeper understanding of their preferred way of doing thing (**self-awareness**) and to propose solutions to adapt to diversity (**cross-cultural competence**).

**3. Individual presentations (20%)**

**Assessment type:** Two presentations in the class. A summary of documents (given by the teacher) related to cross-cultural issues.

**4. Attendance & Participation (20%)**

**BIBLIOGRAPHY**

Geert Hofstede – “Cultural Consequences”

Fons Trompenaars – “Riding the Waves of Culture”

Martin Gannon – “Understanding Global Cultures”

Walker, Walker & Schmitz – “Doing Business Internationally”

E. Hall – “The Hidden Dimension”, “The Silent Language”