

Sílabo

1MN009 - Cross Cultural y International Management

I. Información general

Nombre del Curso: Cross Cultural y International Management
Código del curso: 1MN009
Departamento Académico: Marketing y Negocios Internacionales
Créditos: 4
Horas Teoría: 4
Horas Práctica: 0
Periodo Académico: 2023-01-PRE
Sección: A
Modalidad: Presencial
Idioma: Inglés
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II. Introducción

In general, the course aims to develop an understanding of how cultural factors can influence management decision-making, develop skills in identifying when culture is an influence in any one event (and when not) and in responding appropriately when culture is an influence.

III. Logro de aprendizaje final del curso

At the end of the course, the student will design proposals for simulated business dilemmas such as international marketing campaigns, motivation systems, and organizational structures in multinational companies, taking into consideration the values, social norms, and communication patterns of the corresponding culture.

IV. Unidades de aprendizaje

Didactic unit I: Culture and Management

Logro de Aprendizaje / propósito de la unidad:

At the end of this unit, the student will associate the different cultures around the world to recurrent behavior patterns in business settings, using theoretical reference frameworks such as the Hofstede and Trompenaars models.

Contenidos:

- 1.Determinants of culture
- 2.Dimensions of culture in business
- 3.Business cultures in the Western World
- 4.Business culture in Asia, Africa and Middle East
- 5.Cultural dimensions and dilemmas
- 6.Culture and styles of management

Didactic unit II: Culture and Communication

Logro de Aprendizaje / propósito de la unidad:

At the end of this unit, the student will solve role-play exercises that simulate potential cultural conflict in business settings, such as international negotiations, virtual team communications, or international deployment, taking into account culture-specific characteristics in his or her proposals.

Contenidos:

1. Developing intercultural communicative competence
2. Business communication across cultures
3. Culture and styles of decision making
4. Negotiating internationally

Didactic unit III: Culture and Management

Logro de Aprendizaje / propósito de la unidad:

At the end of this unit, the student will formulate proposals for simulated business applications in multicultural or multinational companies, such as marketing strategies, employee motivation systems, corporate strategies, organizational design, among others, considering the nuances of the culture of origin where the solution will be implemented.

Contenidos:

1. Culture and international marketing management
2. Culture and leadership
3. Culture and motivation
4. Working with international teams
5. Conflicts and cultural differences
6. Culture and corporate structures
7. Culture and corporate strategy

V. Estrategias Didácticas

The course has been designed with a highly participatory approach involving case studies, collaborative work and simulations of situations the student might face in a cross-cultural business international environment. The theoretical development will be presented by the professor with different materials (video presentation, internet resources, etc.) and eventually guest speakers. The theoretical development must be accompanied by questions and opinions of the student and generated in a context benefiting the dialogue and constructive discussion.

The participation will be carried out through the following actions:

- Readings of bibliography material previous to the corresponding class session
- Class participation in each session
- Group presentations
- Case studies
- Group papers and/or discussions inside and outside the class
- Questions during Guests presentations

VI. Sistemas de evaluación



Nombre evaluación	%	Fecha	Criterios	Comentarios
1. Reading Panel 1 (I)	5	22/04/2023	Presentation and panel on readings of Unit 1 Individual grading	Final individual grade will be determined by extra participation on non-assigned panels.
2. Participation Grade 01 (I)	8	15/04/2023	Questions based upon group presentations in class or assigned readings for the session. Individual grade.	
3. Case 1 (G)	3	06/05/2023	Verbal communication on international context. Presentation and panel. Group grading.	
4. Midterm Exam (I)	20	10/05/2023	Assessment of the first half of the course (up to negotiations and culture profiles). Individual grade.	
5. Presentation 01 (G)	10	27/05/2023	International Marketing Successes and Failures. Group grading.	
6. Reading Panel 02 (I)	5	10/06/2023	Presentation and panel on readings on Unit 3. Individual grading.	Final individual grade will be determined by extra participation on non-assigned panels.
7. Case 02 (G)	5	03/06/2023	International Marketing Strategies Individual grading.	Individual grading will be completed by peer-reviewing proposed Marketing strategies.
8. Presentation 02 (G)	10	17/06/2023	Culture, Leadership and Motivation Group grading.	
9. Group Essay on Virtual Terms (G)	10	27/06/2023	Essay on challenges and advantages of	Virtual teamwork with a randomly assigned team.



			multicultural teams. virtual presentation of Virtual group work. Group grading	
10. Participation Grade 02 (I)	4	28/06/2023	Presentation of group exercises and assignments on specific cultures. Individual grading.	
11. Final Exam (I)	20	05/07/2023	Assessment of full course contents. Individual grading.	

VII. Cronograma referencial de actividades

Unidades de aprendizaje	Contenidos y actividades a realizar	Recursos y materiales	Evaluaciones
Semana 1: del 20/03/2023 al 25/03/2023			
<ul style="list-style-type: none"> Didactic unit I: Culture and Management 	<p>Contents:</p> <ul style="list-style-type: none"> - Introduction - Definition and Determinants of culture <p>Activities:</p> <ul style="list-style-type: none"> - Class presentation - Team Contract - Lecture 	<ul style="list-style-type: none"> L1 - PART1 - CHAP 1 - p3 to p16 L1 - PART1 - CHAP2 - p27 to p46 	
Semana 2: del 27/03/2023 al 01/04/2023			
<ul style="list-style-type: none"> Didactic unit I: Culture and Management 	<p>Contents:</p> <ul style="list-style-type: none"> - Definitions and determinants of culture - Introduction to Cultural Models - Hofstede's Dimensions <p>Activities:</p> <ul style="list-style-type: none"> - Hofstede country presentations preparation - Lecture 	<ul style="list-style-type: none"> L1. CH 4 p71- p89 	

Unidades de aprendizaje	Contenidos y actividades a realizar	Recursos y materiales	Evaluaciones
Semana 3 con feriados el jueves 06, viernes 07 y sábado 08: del 03/04/2023 al 08/04/2023			
<ul style="list-style-type: none"> • Didactic unit I: Culture and Management • Didactic unit II: Culture and Communication 	<p>Contents (in-class):</p> <ul style="list-style-type: none"> - Determinants of Culture - Cultural Intelligence <p>Activities (takeaway):</p> <ul style="list-style-type: none"> - Survey - Group profiling preparation <p>Deliverables</p> <ul style="list-style-type: none"> - Group profile 	<ul style="list-style-type: none"> • Hofstede G, 1993, Cultural constraints in management theories • https://www.hofstede-insights.com/product/compare-countries/ 	<ul style="list-style-type: none"> • Presentation 01 (G)
Semana 4: del 10/04/2023 al 15/04/2023			
<ul style="list-style-type: none"> • Didactic unit II: Culture and Communication 	<p>Contents:</p> <ul style="list-style-type: none"> - Dimensions and dilemmas of culture in business: Trompenaars and GLOBE <p>Activities:</p> <ul style="list-style-type: none"> - Lecture - GLOBE presentation preparation - Reading Panel instructions <p>Deliverables</p> <ul style="list-style-type: none"> - Hofstede Dimensions Presentations 	<ul style="list-style-type: none"> • Earley, P.C. and Mosakowski, E. (2004), Cultural Intelligence 	

Unidades de aprendizaje	Contenidos y actividades a realizar	Recursos y materiales	Evaluaciones
Semana 5: del 17/04/2023 al 22/04/2023			
<ul style="list-style-type: none"> Didactic unit II: Culture and Communication 	Contents: <ul style="list-style-type: none"> Business communication across cultures: Verbal and Non-verbal Activities: <ul style="list-style-type: none"> Reading Panel Role Play instructions 		<ul style="list-style-type: none"> Reading Panel 1 (I)
Semana 6: del 24/04/2023 al 29/04/2023			
<ul style="list-style-type: none"> Didactic unit II: Culture and Communication 	Contents: <ul style="list-style-type: none"> Business communication across cultures: Verbal and Non-verbal Activities: <ul style="list-style-type: none"> GLOBE presentations Lecture Birkenshire case instructions 	<ul style="list-style-type: none"> Charles Foster case 	
Semana 7: del 01/05/2023 al 06/05/2023			
<ul style="list-style-type: none"> Didactic unit II: Culture and Communication 	Contents (to be recovered upon agreement with class): <ul style="list-style-type: none"> Business communication across cultures Cross-Cultural Negotiation Midterm QyA Activities: <ul style="list-style-type: none"> Case 1 (Charles Foster) Presentation Deliverables 		<ul style="list-style-type: none"> Participation Grade 01 (I) Case 1 (G)

Unidades de aprendizaje	Contenidos y actividades a realizar	Recursos y materiales	Evaluaciones
	<ul style="list-style-type: none"> -Case 1 (Charles Foster) Presentation - Role Play Videos (send out - to be played after Midterm) 		
Semana 8 de exámenes parciales: del 08/05/2023 al 13/05/2023			
	Midterm Assessment. Case-based. The case will be announced the week prior to the midterm.		<ul style="list-style-type: none"> • Midterm Exam (I)
Semana 9: del 15/05/2023 al 20/05/2023			
<ul style="list-style-type: none"> • Didactic unit III: Culture and Management 	Contents: <ul style="list-style-type: none"> - Midterm review - Culture and international marketing management strategy Activities: <ul style="list-style-type: none"> - Lecture -Group Presentations Deliverables <ul style="list-style-type: none"> -Group presentations 	<ul style="list-style-type: none"> • Shaw, J. and Onkvist S. International Marketing: Strategy and Theory. CHAP. 4 	
Semana 10: del 22/05/2023 al 27/05/2023			
<ul style="list-style-type: none"> • Didactic unit III: Culture and Management 	Contents: <ul style="list-style-type: none"> - Culture and international Marketing management: positioning and tactics Activities: <ul style="list-style-type: none"> - Lecture - Group Presentations (research) and panels 	<ul style="list-style-type: none"> • Usunier J.C. and Lee J. Marketing Across Cultures. 5th Edition. CHAP. 9 -10 • Wursten H. and Fadrhonc T., International Marketing and Culture (2012). ITIM International. 	<ul style="list-style-type: none"> • Presentation 02 (G)

Unidades de aprendizaje	Contenidos y actividades a realizar	Recursos y materiales	Evaluaciones
	Deliverables -Group Presentation		
Semana 11: del 29/05/2023 al 03/06/2023			
<ul style="list-style-type: none"> Didactic unit I: Culture and Management 	Contents: -Culture and Marketing Management Activities: - Culture and Marketing Simulation Deliverables - Case conclusions		<ul style="list-style-type: none"> Case 02 (G)
Semana 12: del 05/06/2023 al 10/06/2023			
<ul style="list-style-type: none"> Didactic unit III: Culture and Management 	Contents: - Culture and Leadership -Culture and styles of Management Activities: - Reading Panel 2		<ul style="list-style-type: none"> Reading Panel 02 (I)
Semana 13: del 12/06/2023 al 17/06/2023			
<ul style="list-style-type: none"> Didactic unit III: Culture and Management 	Contents: -Culture shock and cultural conflict - Culture and organizations - Culture and strategy	<ul style="list-style-type: none"> Drogendijka, R. and Slangen, A. Hofstede, Schwartz, or managerial perceptions? (2006). International Business Review 15. Organizational Culture in Mergers: Addressing the Unseen Forces (2019). McKinsey y Co. 	

Unidades de aprendizaje	Contenidos y actividades a realizar	Recursos y materiales	Evaluaciones
	Activities: - Facework Survey - Case on Managing Conflict Deliverables Leadership Assignment	<ul style="list-style-type: none"> • Ringov, D. and Zollo, M. Corporate Responsibility from a Socio-institutional Perspective (2007). Corporate Governance Vol 7 No.4. • Stevens, C.E. and Dykes, B.J. The Home Country Cultural Determinants of Firms Foreign Market Entry Timing Strategies (2013). Long Range Planning 46. 	
Semana 14: del 19/06/2023 al 24/06/2023			
	CONTENTS: - Culture and Organizational Structure - Culture and Strategy ACTIVITIES: - Guest Speaker TBD - Strategy and Organization lecture		
Semana 15 con feriado jueves 29: del 26/06/2023 al 01/07/2023			
	Course recap		<ul style="list-style-type: none"> • Group Essay on Virtual Terms (G) • Participation Grade 02 (I)
Semana 16 de exámenes finales: del 03/07/2023 al 08/07/2023			
	Final Exam		<ul style="list-style-type: none"> • Final Exam (I)

VIII. Indicaciones para el desarrollo del curso

Evaluations:

Any failure to attend an assessment (reading exams or case studies) must be justified to the instructor. If this happens we will proceed as follows: the last week of courses a single test that will include every material and concepts seen since the start of the course will be applied. The grade obtained will replace the grade of the assessment the student was unable to attend. The grades from in- class participation and group activities will not be recovered.

Participation:

Participation grades will be based upon:

- a) Questions posed to guests or other students groups (in presentation sessions)
- b) Participation in mandatory forums
- c) Mandatory readings QyA sessions.

Every session is graded as they all feature group activities.

Presence and punctuality

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-Even if there is no formal role call, your participation grade depends on being actually present on the session. If your group or yourself are called during the class and you are absent, your grade will account to zero for that activity.

- There are penalties on participation for unexcused tardiness. Be punctual to class.

-If by any justified reason you need to be absent of the class, please communicate through e-mail with the instructor to notify her and send your proper justification attached. Failing to do so will result on your participation grade for that session being zero.

IX. Referencias bibliográficas

Obligatoria

Neuliep, J. W. (2011). *Intercultural Communication: A Contextual Approach*. California: Sage Publications.

Thomas, D. C (2008). *Cross-cultural management: Essential concepts*. Los Angeles: Sage Publications.

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<http://www.intercultures.ca/cil-cai/countryinsights-apercuspays-eng.asp>

<http://www.international-business-center.com/>

<http://www.kwintessential.co.uk/resources/country-profiles.html>

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www.executiveplanet.com

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Meyer, E. (2014). *The Culture Map*. New York: Public Affairs.

Trompenaars, F. & Hampden-Turner, C. (1998). *Riding The Waves of Culture*. London: Nicholas Brealey Publishing.