

**Universitat Ramon Llull (Barcelona)**  
**IQS School of Business**  
**Nexus Barcelona-Paris**  
Summer 2009

Course Number: **RLFN-312**

<b>Cross-Cultural Communication: Understanding Cultural Differences in Europe</b>
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**Course Syllabus**

- **Course Description**

This course focuses on the development of awareness and skills to deal with cultural differences and culture shock, with an emphasis on communication and negotiations in a business setting. In particular, the course highlights the complexities of cross-cultural interactions in a European context, identifying the broad differences between north and south, east and west, as well as regional differences within countries.

- **Textbook**

"Cultural Intelligence", by David Thomas and Kerr Inkson, Berrett-Koehler Publishers, 2004.

Plus supplementary articles and case-studies to be distributed by the instructor.

- **Professional Visits**

Students will be required to participate in 10 professional visits to corporations and international organizations.

- **Contact Hours**

In the classroom:	48
In professional visits:	30
Total:	78

- **Grading Scale**

High to Low		Letter Grade
100 - 94	=	A
93 - 89	=	A-
88 - 85	=	B+
84 - 82	=	B
81 - 78	=	B-
77 - 74	=	C+
73 - 70	=	C

69 - And below	=	F
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- **Components of Final Grade**

35%	Midterm Exam
35%	Final Exam
10%	Team Project
10%	Case Studies
10%	Class Participation

- **Tentative Outline**

**Week 1:**

- Understanding cultural differences
- The differences between relationship-oriented and information-oriented cultures
- Cultural differences between Europeans and others
- Cultural differences within Europe between the North and the South
- Cultural differences within Europe between the West and the East
- Cultural characteristics of the people in Spain: Inter-regional differences and comparisons with other countries
- The Spanish business culture
- Case Study #1

**Week 2:**

- Avoiding intercultural failures
- Expecting others to adapt
- Cultural characteristics of the people in France: Inter-regional differences and comparisons with other countries
- The French business culture
- Switching off cultural cruise control
- Stereotyping
- Case Study #2
- Characteristics and impact of the Single Market Program

**Week 3:**

- Raising your cultural intelligence: knowledge, mindfulness and behavior
- National and global culture
- Cultural characteristics of the people in Italy: Inter-regional differences and comparisons with other countries
- The Italian business culture
- Decision-making across cultures
- The extent and implications of gender bias in different countries
- Case Study #3

**Week 4:**

- Ethical dilemmas
- Communicating and negotiating across cultures
- Cultural characteristics of the people in Greece: Inter-regional differences and comparisons with other countries
- The Greek business culture
- Codes of non verbal communication
- Leadership across cultures

- Multicultural teams
- Case Study #4

- **Schedule of Classes:**

July 2	3:30 pm - 5:55 pm	
July 3	8:30 am -10:55 am	
July 4	8:30 am -10:55 am	
July 6	8:30 am -10:55 am	
July 7	8:30 am -10:55 am	
July 8	8:30 am -10:55 am	
July 9	1:30 pm - 3:55 pm	
July 10	8:30 am -10:55 am	
July 13	8:30 am -10:55 am	
July 15	8:30 am -10:55 am	Midterm Exam
July 16	1:30 pm - 3:55 pm	
July 17	8:30 am -10:55 am	
July 20	8:30 am -10:55 am	
July 21	8:30 am -10:55 am	
July 22	8:30 am -10:55 am	
July 23	8:30 am -10:55 am	
July 24	8:30 am -10:55 am	
July 27	8:30 am -10:55 am	
July 28	8:30 am -10:55 am	
July 29	8:30 am -10:55 am	Final Exam