



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

**Ramon Llull University, IQS School of Management - Barcelona
Catholic University of the Sacred Heart - Milan
Forum-Nexus Program
Undergraduate Division**

Course Syllabus

**SOC 389 -02
Cultural Intelligence: Working with People from Other
Cultures**

Introduction

In an increasingly globalized and flat world, the ability of companies and individuals to be effective internationally has become a key ingredient for commercial and personal success. Set in the highly multicultural environment of the European Union, this course will develop the students' cross-cultural skills and offer a hands-on learning experience that will greatly benefit them personally and professionally.

Course Description

The course introduces a way of thinking that will enable participants to function effectively in any culture, and in particular acquire experience dealing with the numerous cultural differences among European countries. It presents essential concepts of national and global culture and examines key differences in communication, facilitating the correct interpretation of a wide variety of cross-cultural situations and laying the foundation for necessary behavioral adaptations. Other important topics include working effectively in multi-cultural teams, cross-cultural negotiations and international careers.

The course puts a strong emphasis on practical applications in real world business and professional situations. This practical dimension will be enhanced through exercises, cases, workshops and visits to leading European companies and organizations. Each visit will expose the participants to different aspects of the class and will highlight the practical relevance of the concepts learned.

Course Objectives

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

1. Exhibit a high degree of cultural intelligence
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 the European Union and the most crucial differences among them
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. Acquire a higher level of International IQ

Course Requirements

The course requires active student participation. Students are expected to read the assigned textbook chapters, cases and articles before every class. Punctual attendance is required. There will be a midterm exam, a final exam, case studies, and a team project. Each student is required to participate in a minimum of four 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 corporate 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.

Required Textbooks

1. *"Cultural Intelligence: Living and Working Globally"*, by David Thomas and Kerr Inkson, Berrett-Koehler Publishers, 2009
2. *"The Cultural Intelligence Difference: Master the One Skill You Can't Do Without in Today's Global Economy"*, by David Livermore, AMACOM, 2011

Supplementary Readings

- *"Yogurt Culture Wars"* by Duane Stanford and Mathew Boyle, Bloomberg Business Week, October 25, 2010
- *"Cultural Intelligence"* by Elisabeth Plum, Cultural Intelligence Blog, March 16, 2009
- *"Five Global Leadership Forces"*, by Marshall Goldsmith, Bloomberg Business Week, October 13, 2009
- *"Managing Differences: The Central Challenge of Global Strategy"*, by Pankaj Ghemawat, Harvard Business Review, March 2007
- *"An Intercontinental Start-up Across 16 Time Zones"* by Jessica Stillman, Bloomberg Business Week, January 5, 2012
- *"Facial Expressions Not Universally Understood"*. By Robert Preidt, Executive Health, August 13, 2009
- *"Short-term Overseas Assignments"*, by Bronwyn Fryer, Harvard Business Online, July 21, 2009

Team Project

Working in multi-cultural teams, students will develop a manual for recent college graduates on how to work with people from a number of specific countries. The nations covered will include all countries represented by the participants of the Forum-Nexus program, the countries represented by the professors as well as all the countries visited during the program. The idea is to produce a manual that would be practical and useful in the real world. You are encouraged to complement secondary information with genuine observations and anecdotes from your group's experiences in the Forum-Nexus program in Europe. To gain further insights into the countries to be covered in your manual, personal interviews are strongly recommended.

The project report should be between 8 and 10 pages in length, including a description of the proposed practical training sessions and exercises in part 2. (Font: Arial, 12; Line Spacing: 1.5).

Useful Websites

1. www.economist.com
2. www.bbc.com
3. www.state.gov
4. www.imf.org
5. www.unido.org
6. www.worldbank.com

Components of Final Grade

Midterm exam	20%
Final exam	20%
Team project	20%
International IQ exams	20%
Assignments	10%
Class participation	10%

Grading Scale

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

Course Outline

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 cultures, norms and behaviors
- Cultural differences within Europe
- Cultural differences between Europe and other countries
- Focus: Cultural characteristics of Spain and France
- Workshop: Practical scenarios, analysis and solutions

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
- Non-verbal communication
- Negotiating styles in Europe, Latin America and Asia
- Focus: Cultural characteristics of Italy and Switzerland
- Women crossing cultures: Gender bias and success stories
- Case Study: Effective communication across borders
- **Midterm Exam**

Module 3

- Raising your cultural intelligence: knowledge, mindfulness and behavior
- Leadership across cultures: styles, expectations and examples
- Culturally intelligent leadership
- Working in multi-cultural 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 the US, Japan, Brazil and Mexico

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
- Focus: Cultural characteristics of Greece
- Team projects: findings and discussion
- Case study: becoming a global manager

Final Exam

Schedule of Classes and Professional Visits

The detailed schedule of classes and professional visits for each session will be available online at www.forum-nexus.com/schedules

Please note that this course will be offered as a Section 2 class.

Academic Integrity

The Ramon Llull University and the Catholic University of the Sacred Heart 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.