



PERSONA CIENCIA EMPRESA

UNIVERSITAT RAMON LLULL

Codi: 80503**Nom de l'assignatura:** Cross-Cultural Management and Ethical Business Practice**No informat****Number of credits ECTS:** 3.5**Language/s** Pendent**Type** Normal**Professor/s** Charles, Jean Philippe
Sols Lucía, José**DESCRIPTION****BRIEF DESCRIPTION AND JUSTIFICATION**

In an increasingly global world, managers must be able to handle diversity effectively and to work with the sense of business ethics and corporate social responsibility. The aim of this course is therefore to:

- Increase the awareness of the impact of national cultures on business.
- Provide the students with theoretical and practical tools in order to improve their productivity when working and doing business with people from other cultures and religions.
- Make the students more aware of their own personal orientations.
- Introduce the students in managerial ethics, which includes ethics of relationships between the firm and its workers, ethics of relationships between the firm and its clients, financial ethics, and ethics of environment.

COMPETENCIES

As a result of the this course's contents, the student will be able to:

- Integrate in the decision making process a set of criteria and personal moral values that may allow the student to develop as an honest and competent manager (CE15)
- Integrate a set of Christian-rooted Humanism derived values, as stated in the IQS School of Management Mission and consistent with the IQS general Mission. The values that derive from Christian Humanism are the respect for the dignity of the human person (in line with human rights), the concern for social justice and for the society's most disadvantaged social groups, the defense of life, to work in favor of reality's transformation in order to build a more human world and the defense of ethics in the media and in any human activity (Human, Christian Formation) (CT1)
- Analyze the different options before making a choice, to make the most appropriate decision taking into account human rights and the respect for the environment, and rationally argue their decision. (Ethical commitment) (CT2)

- Analyze, understand and criticize, when necessary, the explanation of others, as well as to be aware of the fundamentals and limits of their own argumentation (Critical Thinking) (CT4)

PREREQUISITES

- Requirements legally established to access postgraduate programs.
- English proficiency (TOEFL 7.0 or equivalent).

CONTENTS

- Introduction to Business Ethics
- Introduction to Cross Cultural Management
- The “acculturation curve”
- The concept of culture
- The concept of identity
- Tata Group case
- Civil Ethics
- Attitude towards the unknown
- Level Ground Trading case
- Corporate Social Responsibility Theories
- Power Distribution: Hierarchies
- Gender roles
- Mondragon case
- CSR in Europe
- Vision of time
- Norms: rigid or flexible
- Small Chinese Private Firm Case.
- Education in the Business Schools.
- Level of personal involvement in business / workplace
- Expression of emotions and its impact on credibility:
- Case “H. B. Fuller and the Street Children of Central America”
- Towards Reforming the International Financial and Monetary Systems in the Context of Global Public Authority
- Enron case
- Sonae Sierra Case

METHODOLOGY

TRAINING ACTIVITIES:

Training activities	ECTS Credits	Competencies
Lectures presenting concepts and procedures	1,00	CE15; CE2
Practical sessions (exercises, case resolution)	1,5	CE15; CE2
Assignments by Students	-	-
Seminars or tutorials	-	-
Personal study activities	0,5	CT1; CT2; CT4
Assessment sessions	0,5	CT1; CT2; CT4
Internship in Company	-	-
TOTAL	3,5 ECTS	

EXPLANATION OF TEACHING METHODOLOGY

The course is designed to be participative.

For each cultural dimension analyzed in the course, the structure will be the same:

- Introduction of the dimension with a dilemma, a dialogue or a short case study solved by the students.

- Definition and key characteristics (by the teacher). To make the course lively, anecdotes, international statistics, advertisements, press articles, international comparisons and the students' backgrounds and experiences will be used.

- Position of the students' countries and the most significant world economies (students & teacher).

- Consequences on business and at the workplace (by the teacher).

- Strengths and weaknesses of each extreme (imagined by the students and completed by the teacher).

- Each student's personal orientation (each student individually).

- Solutions proposed to bridge the cultural gap (proposed by the students and completed by the teacher).

For moral philosophy, the structure will be the same:

- Compulsory and additional readings to prepare every topic and every discussion. These readings will be given before starting the session in which the topic will be dealt.

- Several assignments to go deeper on each topic presented. These assignments might be a comment on a reading, a case study or some work to do in class.

- Theory will be presented in class based on the readings and the assignments given. Even though we will be moving around the moral philosophy area, we will use contemporary readings and business

cases to illustrate the theory given.

EVALUATION

METHODS OF EVALUATION

Evaluation Methods	Weight	Competencies
Final exam	30%	CT1; CT2; CT4
Partial exams	40%	CE15; CE2
Following up activities	30%	CE15; CE2
Homework and presentations	-	-
Experimental work or fieldwork	-	-
Projects	-	-
Evaluation of the company or institution	-	-
Participation	-	-

LEARNING OUTCOMES

Knowledge and understanding

On completion of this course the student should be able to:

- Be aware of the impact of cultural diversity on business
- Understand the most significant cultural dimensions
- Know the consequences of each cultural dimension on key management functions
- Know the cultural orientation of the most significant countries
- Know the consequences in human life and in the environment of managerial choices and of managerial planning

Skills, qualities and attributes

On completion of this course the student should be able to:

- Use the cultural dimensions to explain / predict the impact of national cultures on a specific issue of management.
- Identify his/her personal orientation with its strengths and weaknesses.
- Recognize someone's cultural orientation.

- Propose solutions to adapt to someone with a different cultural orientation.
- Be capable of managing a firm in which human rights and the environment are respected.
- Gain a deeper understanding of Ethics through the study of cases and texts.
- Be made aware of the human factor in the economy and in business.
- Make choices regarding his/her professional activity on the understanding that said choices have an impact not only on their lives, but on the lives of others.
- Better exercise his/her freedom in their professional activity.

EVALUATION

Cross Cultural Management Module Evaluation:

55%: Final Exam

20%: Written Paper «My Personal Orientation»

10%: Group Presentation

15%: Class Attendance & Participation

Business Ethics in Practice Module Evaluation:

40%: Individual writing exercises

30%: Group presentation

30%: Final Exam

EVALUATION OF COMPETENCIES

Activity	Human, Christian Formation	Ethical Commitment	Critical Thought
First written exercise	40%	40%	40%
Second written exercise	60%	60%	60%
TOTAL	100	100	100

BIBLIOGRAPHY

Bibliography

Bibliography to work in class

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Nisbett, R. E. (2003) «The Geography of Thought» Nicholas Brealey Publishing 2003

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Velasquez, M. G. (2012), *Business Ethics: Concepts and Cases*, Santa Clara, CA: Santa Clara University.

Other interesting readings

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Arenas, D., et al (2009) «The role of NGOs in CSR: Mutual Perceptions Among Stakeholders»: *Journal of Business Ethics* 88, 175-197.

Brown, K. W., et al (2007) «Mindfulness: Theoretical Foundations and Evidence for its Salutary Effects»: *Psychological Inquiry* 18/4, 211-237.

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DOCUMENT RECORD

PREVIOUS CHANGES

LAST REVISION

José Sols Lucia, January 26th 2017

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