



IDENTIFYING DATA

(*)Liderado e habilidades da comunicación

Subject	(*)Liderado e habilidades da comunicación			
Code	V55G020V01941			
Study programme	(*)Grao en Administración e Dirección de Empresas			
Descriptors	ECTS Credits	Choose	Year	Quadmester
	6	Optional	4th	2nd
Teaching language	English			
Department				
Coordinator	Jamardo Suárez, Begoña			
Lecturers	Jamardo Suárez, Begoña			
E-mail	bjamardo@escueladenegociosncg.ed			
Web				
General description	This module is taught in English, therefore it is essential that students accredit a B2 level of English.			

Competencies

Code	
A5	(*)Posuír e comprender coñecementos sobre a relación entre a empresa e o seu entorno avaliando a súa repercusión na estratexia, comportamento, xestión e sustentabilidade empresarial
A6	(*)Posuír e comprender coñecementos sobre os distintos procesos, procedementos e prácticas de xestión empresarial
A8	(*)Aplicar os coñecementos adquiridos a futuras situacións profesionais e desenvolver competencias relacionadas coa elaboración e defensa de argumentos e resolución de problemas dentro da súa área de estudo
A11	(*)Tomar decisións estratéxicas utilizando diferentes tipos de modelos empresariais
A13	(*)Mobilidade e adaptabilidade a entornos e situacións diferentes
A15	(*)Ter a capacidade de reunir e interpretar datos relevantes para emitir xuízos que inclúan unha reflexión sobre temas relevantes de índole social, científica ou ética
A16	(*)Habilidades na procura, identificación e interpretación de fontes de información económica relevante
B1	(*)Capacidade de análise e síntese
B2	(*)Pensamento crítico e autocrítico
B4	(*)Poder transmitir ideas, información, problemas e situacións ao público tanto especializado como non especializado
B5	(*)Habilidades de comunicación oral e escrita
B7	(*)Ler e comunicarse en inglés como lingua estranxeira
B8	(*)Comunicarse con fluidez no seu entorno, incluíndo competencias interpersoais de escoita activa, negociación, persuasión e presentación
B9	(*)Capacidade de actuación eficaz dentro dun equipo de traballo
B12	(*)Desenvolver as habilidades de aprendizaxe necesarias para emprender estudos posteriores cun alto grao de autonomía
B13	(*)Capacidade de aprendizaxe e traballo autónomo
B15	(*)Xestión persoal efectiva en termos de tempo, planificación e comportamento, motivación e iniciativa tanto individual como empresarial
B16	(*)Capacidade de lideranza, incluíndo empatía co resto de persoas
B18	(*)Compromiso ético no traballo
B19	(*)Motivación pola calidade e mellora continua

Learning aims

Expected results from this subject	Training and Learning Results
------------------------------------	-------------------------------

(*)To be able to differentiate culture from stereotyping	A5 A15	B2 B7 B8
(*)To be able to apply a scientific model of cultural analysis to design successful international expansion strategies.	A5 A11 A13 A15	B2 B7 B12 B13 B16
(*) To discover students personal Intercultural Quotient in order to reinforce their strengths and compensate their weaknesses to become culturally efficient international leaders.	A13	B2 B7 B9 B13 B15 B16 B19
(*)To detect and analyse the main cultural differences with target markets for Galician business sectors.	A5 A6 A11 A15 A16	B1 B4 B5 B7 B9 B13 B18
(*)To train intercultural negotiation skills and improve communication strategies with other countries by observing and accurately using non verbal tools.	A8 A15	B4 B5 B7 B9 B13 B16

Contents

Topic

1. CULTURAL DIFFERENCES: FUNDAMENTALS	1.1. How does culture affect our perception of the world? 1.2. Are we becoming more global or more diverse? 1.3. What is culture and what is a stereotype?: False beliefs and miscategorisations 1.4. Cultural differences in international management.
2. MODELS OF CULTURAL ANALYSIS	2.1. Hall 2.2. Hampden Turner & Trompenaars 2.3. The Globe Project: Chokkar 2.4. The world value survey: Inglehart 2.5. The Lewis Pyramid 2.6. Schwartz 2.7. House
3. HOFSTEDE MODEL OF CULTURAL DIMENSIONS	3.1. Collectivist cultures versus Individualist 3.2. Egalitarian versus hierarchical 3.3. Masculine versus feminine cultures 3.4. High uncertainty avoidance versus low 3.5. Long term versus short term 3.6. Indulgence versus restraint
4. CULTURAL PROFILE OF GALICIAN TARGET MARKETS	4.1. Europe: France, UK, Italy, Germany, Portugal 4.2. Eastern European Countries 4.3. BRICS: Brasil, Russia, India, China and Southafrica. 4.4. Latam: Colombia, Mexico, Chile and Panama 4.5. Arab countries: Morocco, Tanger, Argelia 4.6. Africa: Ghana, Angola
5. INTERCULTURAL LEADERSHIP	5.1. Cultural differences in recruitment 5.2. Expat management: Reasons for failure 5.3. The cultural shock 5.4. Management of multicultural virtual teams 5.5. Intercultural Quotient Test: A tool for ntercultural leadership improvement.

6. INTERCULTURAL COMMUNICATION

- 6.1. Cultural differences in negotiation
- 6.2. The profile of the good intercultural negotiator
- 6.3. Communication styles: East versus West
- 6.4. Non verbal communication in intercultural negotiation
- 6.5. Gestures: Universal or culturally bound?
- 6.6. Key elements in negotiation: The environment, the encounter and the creation of rapport.
- 6.7. Revealing gestures: Deceit and disagreement.

Planning

	Class hours	Hours outside the classroom	Total hours
Case studies / analysis of situations	8	16	24
Presentations / exhibitions	6	18	24
Proceedings	4	4	8
Master Session	30	60	90
Long answer tests and development	2	0	2
Jobs and projects	0	2	2

*The information in the planning table is for guidance only and does not take into account the heterogeneity of the students.

Methodologies

	Description
Case studies / analysis of situations	In teams, students will analyze case studies showing cultural conflicts in various functional areas of the company. In class they will present their views on the cases and will discuss them.
Presentations / exhibitions	In teams, students will give presentations about the cultural differences between Spain and one strategic market in order to show they are able to apply the models of analysis learned in class.
Proceedings	In order to reflect upon current intercultural conflicts, news or documentaries will be presented and class debates will take place and the topics will be analysed from different perspectives.
Master Session	The subject contents will be introduced by making use of extensive audiovisual materials and connecting cultural issues with our current social and economic environment and under a social responsibility perspective.

Personalized attention

Assessment

	Description	Qualification
Case studies / analysis of situations	Individual initiative and participation during the analysis of case studies will be positively assessed.	10
Presentations / exhibitions	The presentation of cultural differences between Spain and another country will be assessed both individually and as a team: Content and support (team mark) and communication skills (individual mark)	15
Long answer tests and development	The final exam that will cover the theoretical content of the subject and will include a practical part with case studies, news analysis and exercises.	60
Jobs and projects	In teams, students will choose an up-to-date and far-reaching international piece of news and will write a report showing its coverage in different countries. The assignment must connect the analysis of cultural differences with some of the scientific models introduced in class.	15

Other comments on the Evaluation

Sources of information

Alvarez, G, **La comunicación como reflejo cultural: elementos no verbales**, Mergablum,

Trompenaars, F., **Riding the waves of culture**, The Economist,

Jamardo, B., **Body language in intercultural negotiations**, Licolm Europe,

Hofstede, G et al.; **Cultures and organizations: The software of the mind**, McGraw Hill,

Earley, P. et al., **Developing cultural intelligence at work**, Stanford Business Books,

Livermore, D., **The cultural intelligence difference**, Amacom Books,

Samovar, L. et al., **Communication between cultures**, Thomson Wadsworth,

Llamazares, O., **Como negociar con éxito en 50 países.**, Global Marketing Strategies,

Gesteland, R, **Cross-cultural business behaviour**, CBS Press,

Mole, J., **Mind your manners: Managing business in a global world**, Nicholas Brealey,

Livermore, D., **Leading with cultural intelligence**, Amacom Books,

Dumetz, J. et al., **Cross-cultural management textbook**, Dumetz. Eds,

Dowling, P. et al., **International Human Resources Management**, South Western Cengage,

www.geert-hofstede.com,

www.business-negotiations.com,

www.pewresearch.org (country attitudes worldwide),

<http://www.worldvaluessurvey.org/> (cultural values worldwide),

www.kwintessential.co.uk (multicultural resources. On line quizzes.Free country guides),

Jamardo,B., **Lideranca intercultural: O grande desafio da globalizacio**, 20 Valores nº.1. Angola,

Recommendations
