TEACHING GUIDE - 2026-2027

Doing Business Across Cultures

UGRA_009548

Departments	Department of People Management & Organisation
Teaching Languages	English
ECTS	4
Teacher responsible	Katie Annice Carr - katie.carr@esade.edu

Course Goals

The objective of the course is to increase students' awareness of cultural differences in general and cultural issues in business in particular. In order to better understand these differences and behave accordingly, students will be offered a framework for understanding cultural concepts as well as opportunities to practice the application of these concepts to inter-cultural business dynamics.
By using a large number of cases, scenarios, videos and problem solving activities we apply value dimensions, specific local knowledge of cultures and the process of experiential learning to the reality of a multi-cultural business world. We will study values and the consequent variation in - verbal and non-verbal - communication conventions across cultures as well as their impact on inter-cultural understanding.
Thus, the course aims not only at increasing students' knowledge about cultural issues in business, but also their behavioral flexibility in dealing with and adapting to them.

Previous knowledge

None.

Prerequisits

None.

Teaching methodology

This is a highly interactive course with a mix of exposition of content, case analysis, simulations, short video cases, student presentations and projects, and group as well as class discussions. Students are expected to prepare for the sessions with readings, case analysis, and occasional short assignments. In-class active participation is vital, where students are asked to critically reflect the content and frameworks presented, relate to their own experience, and draw connections to the business world. In culturally heterogeneous teams, students will get first-hand experience of potential cross-cultural challenges and their solution, working on different projects, cases, and a presentation to be held in class.

At the end of the course, students will be asked to demonstrate their learning in a final evaluation. Moreover, students are encouraged to log their reflections regarding the course.

Description

Course contribution to program

Today's business world is global and cross-cultural competence is key to having a successful business career at a personal level as well as successful international relations at a business level. While the exchange program offers students an in-depths view of one specific culture, this course raises students' awareness with regard to the spectrum of cultural variation and cultural differences and helps them increase their cross-cultural competence, finding solutions to such cross-cultural challenges.

Bibliography

Farrero, G: (2012), The Cultural Dimension of Business 7th ed., London, Pearson (Book)

Hofstede, G: (2001), Culture's Consequences 2nd ed., Thousand Oaks CA, Sage (Book)

Spencer-Oatey H & Franklin P (2009), Intercultural Interaction: a multidisciplinary approach to intercultural communication., London, Palgrave Macmillan (Book)

Primecz H, Romani L & Sackmann S (2012)., Cross-cultural management in practice: culture and negotiated meanings., Edward Elgar Publishing. (Book)

Activities

In-class discussions and debates

Role-play exercises and simulations

Teamwork

Quizzes/tests

Group presentations

Readings

Essays

Case study analyses

Content

#	Topic
1	1. The concept of culture; how we think about culture
2	2. Emics and etics; Different etic frameworks of culture

#	Topic
3	3. Communication and attitudes to time; proxemics, paralinguistics and non-verbal communication
4	4. Linguistic and politeness strategies
5	5. Cross-cultural conflict, reconciliation, and negotiated cross-cultural response strategies
6	6. Culture shock - growth and adaptation
7	7. Cross-cultural competence - its dimensions and training opportunities

Assessment

Tool	Assessment tool	Category	Weight %
In-class analysis and discussion of issues	Participation, reading, preparation and contribution during the course	Ordinary round	40.00%
Group project	Teamwork - presentations and projects along the course	Ordinary round	30.00%
Final individual project	Final individual evaluation	Ordinary round	30.00%
Written and/or oral exams	The detailed format of the retake assessment will be defined in the course Syllabus	Retake	100.00%

PROGRAMS

AI26-Exchange Program Bachelor in Business and Artificial Intelligence (Undergraduates: Business)
- AI26 Year 1 (Optative)

AI26S-Exchange Program Bachelor in Business and Artificial Intelligence (Undergraduates: Business)
- AI26S Year 1 (Optative)

B13-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
- B13 Year 1 (Optative)

B13S-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
- B13S Year 1 (Optative)

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA20 Year 4 (Optative)
- BBA20 Year 3 (Optative)

BBA23-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA23 Year 3 (Optative)
- BBA23 Year 4 (Optative)

BBA25-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA25 Year 1 (Optative)
- BBA25 Year 3 (Optative)

DBAI23-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)
- DBAI23 Year 4 (Optative)
- DBAI23 Year 3 (Optative)

GBD20-Double Degree in Business Administration and Law (Undergraduates: Law)
- GBD20 Year 5 (Optative)
- GBD20 Year 2 (Optative)
- GBD20 Year 4 (Optative)

GEL19-Bachelor in Global Governance, Economics and Legal Order (Undergraduates: Law)
- GEL19 Year 1 (Optative)
- GEL19 Year 4 (Optative)
- GEL19 Year 2 (Optative)
- GEL19 Year 3 (Optative)

GEL23-Bachelor in Global Governance, Economics and Legal Order (Undergraduates: Law)
- GEL23 Year 2 (Optative)
- GEL23 Year 3 (Optative)
- GEL23 Year 1 (Optative)
- GEL23 Year 4 (Optative)

N90-BI Norwegian Business School (Summer School: Business)
- N90 Year 1 (Optative)