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 inter-personal 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, videos, and visits to leading European companies and organizations.

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

**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 three professional visits and three cultural visits.

**Teaching Procedures and Methodology**

Teaching methods used in this course include lectures, discussions, team 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 professional 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. Cultural visits enhance the students’ understanding of the history and culture of each country.

**Required Textbook**

*Cultural Intelligence: Surviving and Thriving in the Global Village*
by David Thomas and Kerr Inkson
(Paperback or Kindle edition recommended)

**Additional Readings**

*Where have you been? An Exercise to Assess Your Exposure To The Rest of the World’s Peoples.* Ivey Publishing Case #W13382

*How to say “This is Crap” in Different Cultures.* HBR Blog, February 25, 2014

*Calling Card: The Evolution of Business Cards in Japan.* Japan Times, May 6, 2017

*How to Run a Meeting of People from Different Countries,* by Rebecca Knight. Harvard Business Review, 2015

*How Giving Face can Brew Success.* Negotiation Network, 2014

**Team Project**

Working in teams, students will develop a training manual for U.S. companies sending employees on assignment to Europe (with a focus on Spain, Italy, and France). The purpose of this manual is to give American employees a hands-on professional survival guide to facilitate their cultural adjustment and to reduce culture shock. The instructor will provide further details on the manual during the first week of classes.
Components of Final Grade

Midterm exam 25%
Final exam 30%
Team project 25%
Class participation 20%

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

Schedule of Classes and Visits

The detailed schedule of classes, professional visits, and suggested cultural visits for each session is available online at www.forum-nexus.com/schedules.

Please note that this course will be offered as a Section 0 class.

Academic Integrity

Ramon Llull University, Franklin University Switzerland, 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.
<table>
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