

# Bachelor Degree in Tourism and Hospitality Management

Academic Year: 2019-2020

## Teaching guide

Area: Human Resources and Organization Management

Subject: Crosscultural Communication

Period: Semester 5

Lecturers:

Mr. Robert Carman Giardina

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MODULE: INTERNATIONAL TOURISM AND HOSPITALITY MANAGEMENT

AREA: HUMAN RESOURCES AND ORGANIZATION MANAGEMENT

SUBJECT: CROSSCULTURAL COMMUNICATION

CODE: OB5HRM-III

LANGUAGE: ENGLISH

YEAR: 3

PERIOD: SEMESTER 5

CREDITS: 6 ECTS

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## 1. Subject objectives

Cross-Cultural Communication is focused on preparing the student for real challenges in the professional world by providing students with an understanding of the skill sets required within the Tourism sector. The course enables individuals involved in group work activity to compete successfully in their industry sector across different cultural contexts and thus help the student to develop solid employability skills for any context. This course approaches the study of diversity by offering students an opportunity to understand the meaning of difference from a multitude of perspectives and through the use of case studies understand and develop competences that can be used in the workplace. The course aims to enhance competences in Cross-Cultural Communication skills in conflict management, negotiation skills, leadership communication styles, rapport and getting your message across multicultural receptor audiences and professional Corporate Pitches.

## 2. Competencies developed

### Basic

B01 - Be able to acquire, understand and structure knowledge.

B02 - Be able to apply knowledge.

B03 - Be able to search for and manage information in order to solve problems, transmit reflective judgements and/or make decisions.

B04 - Be able to communicate information and/or knowledge in one's mother tongue, as well as in at least two foreign languages.

B05 - Be able to learn autonomously and continuously

### General

G01 - A commitment to ethics: be able to act in consequence and with basic ethical and social principles and values

G05 - Self-confidence: be able to adapt to different professional situations or people, maintaining balance which allows for efficiency. Implies being able to understand and value other positions, adopting a point of view according to the situation, being sure of your self-worth and abilities. Flexibility/adaptability: be flexible in changing situations and overcome obstacles.

G06 - Interpersonal Empathy/Comprehension: understands other people's emotions, understands their points of view and is genuinely interested in their concerns.

G08 - Conflict management: be able to negotiate and resolve disagreements.

G09 - Sensitivity and intercultural awareness: understands and interprets the influence of culture on the values and behaviours of individuals and organizations.

### 3. Content

Session 1: Block 1 Concepts: Culture, Awareness, Competence, Values, Assumptions and Expectations.

Session 2: Block 2 Frameworks: Bell Curves, D.I.E., Dimensions, Developmental Model of Intercultural Sensitivity.

Session 3: Block 3 Communication: verbal and non-verbal, styles, strategies.

Session 4: Block 4 Conflict Resolution: Perspective, Strategies, Negotiation, Synergies .

Session 5: Block 5 Perception: Stereotypes, Unconscious Bias, Racism, Diversity Management.

Session 6: Block 6 Monographs of various cultures.

Session 7: Block 7 Case Studies.

Session 8: Block 8 Presentation and Communication Skills.

### 4. Teaching methodology

**Plenary Lectures.** Introductory lectures on Culture, Cross-Cultural Awareness and Case Methods

**Case Studies.** Case studies providing scenarios for students to solve using discussion, consensus, reporting back and solution building. The aim is to develop awareness, tools to identify potential critical incidences in cross-cultural communication to gain insights into and implications of cultural difference in a tourism business environment.

**Practical Exercises.**

**Working individually or in groups.**

### 5. Assessment activities

#### **Regular examination call**

- **The exam will be based on all course material (Dec, 12/2019)**

Final exam (Individual - 50%)

Evaluated competences: B01, B02, B03, B04, B05, G01, G05, G06, G08, G09.

- **Cases, exercises, and quizzes regarding presentation and communication skills in some sessions**

Academic Work (Individual - 50%)

Evaluated competences: B01, B02, B03, B04, B05, G01, G05, G06, G08, G09.

\* Class attendance is necessary to be able to complete the assessment tasks and obligatory. 70% attendance is mandatory to be able to sit the final exam.

\*The final grade will only be averaged if the grade for the final exam is 5 or higher.

### **Resit examination call**

- **The exam will be based on all course material (Jan, 16/2020)**

Final exam (Individual - 100%)

Evaluated competences: B01, B02, B03, B04, B05, G01, G05, G06, G08, G09.

### **Repeating students without attendance: regular examination call**

- **Final exam (Dec, 12/2019)**

Final exam (Individual - 100%)

Evaluated competences: B01, B02, B03, B04, B05, G01, G05, G06, G08, G09.

### **Repeating students without attendance: resit examination call**

- **Final exam (Jan, 16/2020)**

Final exam (Individual - 100%)

Evaluated competences: B01, B02, B03, B04, B05, G01, G05, G06, G08, G09.

### **Follow-up meetings**

Week 3 (Sep, 26/2019), 15:00 - 16:00

Week 7 (Oct, 24/2019), 15:00 - 16:00

Week 11 (Nov, 21/2019), 15:00 - 16:00

## 6. Bibliography

### Mandatory readings

Cross-Cultural Management Textbook, Dumetz, Jerome (Ed), CreateSpace Independent Publishing Platform, 2012

Management Across Cultures, Steers, Richard M., Sánchez-Runde, C.J., and Nardon, L. (2016)

Comfort, J. & Franklin, P., The Mindful International Manager, York Associates, 2008

3 Situations Where Cross-Cultural Communication Breaks Down  
<https://hbr.org/2016/06/3-situations-where-cross-cultural-communication-breaks-down>

Synergy From Individual Differences: Map, Bridge and Integrate (MBI), Distefano and Maznevski

### Recommended readings

Cultures and Organizations: Software of the Mind, Geert Hofstede, McGraw-Hill, 2004

Riding the Waves of Culture: Understanding Diversity in Global Business, Fons Trompenaars McGraw-Hill 2012

Getting to Yes. Negotiating an agreement without giving in, Fisher, Roger, URY, William, Patton, Bruce, Random House Business Books, 2012

Thinking, Fast and Slow, Kahneman, Daniel, Farrar, Straus and Giroux, 2013

The Geography of Thought: How Asians and Westerners Think Differently...and Why, Nisbett, Richard E., Free Press, 2004

## 7. Lecturer/s

**Mr. Robert Carman Giardina** (Head lecturer) - [rob.giardina@htsi.url.edu](mailto:rob.giardina@htsi.url.edu)

Contact hour: Thursdays 14.00 - 15.00

Robert Giardina was born and raised near Philadelphia, Pennsylvania, USA, and has been living in Barcelona, Spain, since 1989. He received a BS from Saint Joseph's University in Philadelphia, with majors in Food Marketing and English. He has an International Masters in Conflict Resolution from the Universitat Oberta de Catalunya with a final project of introducing Intercultural Communication theory to Conflict Resolution professionals. He is a freelance trainer and teacher in Cross-Cultural Management, Intercultural Communication, Teambuilding, and Conflict Resolution for various universities, relocation consulting firms, and private clients. Previously, he directed a non-profit organization in the US food distribution sector. He was a founding board member of SIETAR Spain and was President of SIETAR Europa 2009-10 (Society for Intercultural Education, Training and Research).

## 8. Observations

- \* Information on the academic calendar, exam timetables, and room assignment will be posted on the virtual campus and on the faculty's web site once it is available.
- \* Academic norms and regulations is an obligation for all the members of the academic community in the faculty