



FUNDAÇÃO ARMANDO ALVARES PENTEADO
CENTRO UNIVERSITÁRIO ARMANDO ALVARES PENTEADO

Course: DOING CROSS CULTURAL BUSINESS	Code: GRA1267	Workload: 36
Program: AG - BUSINESS ADMINISTRATION		

COURSE DESCRIPTION

Analysis of the strategic, operational and managerial complexities involved in conducting business in global and cross-cultural environments. Study of the international business macroenvironment through the application of the PESTLE matrix (Political, Economic, Social, Technological, Legal and Environmental) and governance indicators. Investigation of cultural theories and dimensions applied to management and consumer behavior. Global leadership models, intercultural communication, international negotiation and local talent management. Comparative analysis of company internationalization strategies, foreign market entry modes, strategic alignment, intercultural risk management, ethnocentric failures and processes of corporate adaptation and turnaround.

COURSE OBJECTIVES

Students should be able to:

- assess the impact of deep cultural dimensions (Hofstede, Trompenaars and GLOBE models) on contemporary consumer behavior and on local labor relations;
- contrast models of global strategic execution, identifying the success factors arising from cultural adaptation versus the managerial costs of ethnocentric approaches;
- develop critical analyses and complex comparative diagnoses in teams, applying the course's theoretical concepts to real cases of company internationalization.

METHODOLOGY

Recorded video lectures based on the assigned bibliography, lasting 35 to 65 minutes depending on the scope of the proposed content.

COURSE CONTENT

1. Introduction to Cross-Cultural Business and the Global Macroenvironment
 - 1.1. The Concept of Cultural Intelligence (CQ) applied to International Business.
 - 1.2. Institutional Distance and the PESTLE Matrix (Political, Economic, Social, Technological, Legal and Environmental) in Foreign Markets.
 - 1.3. International Market Entry Modes: Strategic Alliances, Licensing and Joint Ventures.
 - 1.4. Strategic Alignment and Infrastructure Changes for Internationalization.
2. Cultural Dimensions and International Consumer Behavior
 - 2.1. Geert Hofstede's Cultural Dimensions Model:
 - 2.1.1. Power Distance and Individualism vs. Collectivism.
 - 2.1.2. Masculinity vs. Femininity and Uncertainty Avoidance.
 - 2.1.3. Long-Term vs. Short-Term Orientation and Indulgence.
 - 2.2. Fons Trompenaars' Cultural Dilemmas Framework.
 - 2.3. Product and Service Adaptation vs. Global Standardization.
 - 2.4. Local Consumption Habits, Symbolism and Cultural Semiotics in the Customer Journey.
3. Leadership, Communication and People Management in Global Environments
 - 3.1. The GLOBE Project (Global Leadership and Organizational Behavior Effectiveness): Regional Leadership Expectations.
 - 3.2. The Culture Map Framework (Erin Meyer):
 - 3.2.1. Low-Context vs. High-Context Communication.
 - 3.2.2. Feedback Mechanisms (Direct vs. Indirect) and Persuasion.
 - 3.3. Models of Authority, Decision-Making (Top-down vs. Consensual) and Task-Based vs. Relationship-Based Trust.
 - 3.4. Local Workforce Management, Recruitment and Regional Hospitality Philosophies (e.g., Omotenashi).
4. Intercultural Risks, Ethnocentrism and Market Failures
 - 4.1. The Impact of Ethnocentrism on Business Strategy and Managerial Blind Spots.

- 4.2. Regulatory and Legal Frictions: Relations with Unions, Local Labor Laws and Protectionist Barriers.
- 4.3. Management and Identity Conflicts: Corporate Communication Noise between Headquarters and Subsidiary.
- 4.4. Cultural Rejection and Clashes of Social Values (Case Studies of Boycotts and Brand Misalignment).
5. Crisis Management, Turnaround and the Integration-Responsiveness Matrix
 - 5.1. Pivoting Strategies and Strategic Turnaround in Challenging International Operations.
 - 5.2. Brand Repositioning and Late Adaptation to Local Markets.
 - 5.3. Bartlett & Ghoshal's Integration-Responsiveness Matrix:
 - 5.3.1. Global vs. Multinational Strategy.
 - 5.3.2. International vs. Transnational Strategy.
 - 5.4. Methodological Synthesis: Decision-Making Frameworks for Mitigating Cross-Cultural Risks.

BIBLIOGRAFIA BÁSICA

DERESKY, Helen. International management: managing across borders and cultures: text and cases.. 9ª ed. Boston:: Pearson, 2016.

HOFSTEDE, Geert; HOFSTEDE, Gert Jan; MINKOV, Michael. Cultures and Organizations: Software of the Mind.. 3ª ed. New York: McGraw-Hill,, 2010.

MEYER, Erin. The Culture Map: Breaking Through the Invisible Boundaries of Global Business. New York:: PublicAffairs, 2014.

BIBLIOGRAFIA COMPLEMENTAR

BRANNEN, Mary Yoko. Bicultural Training, Cultural Tourism, and the Case of Tokyo Disneyland.. Case Research Journal [s. l.], v. 12, n. 1, p. 12: 1992.

BURGOYNE, John. Disneyland Paris: A Case Study in International Marketing and Cross-Cultural Management.. European Management Journal, [s. l.], v. 13, n. 4,, 1995.

GANNON, Martin J.; NEWMAN, Karen L.. Euro Disney: A Cultural Misunderstanding. International. Journal of Hospitality Management, [s. l.], v. 21,, 2002.

HOUSE, Robert J. et al. (ed.). Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies.. Thousand Oaks Califórnia, Estados Unidos: SAGE Publications, 2004.

SPERB, Larissa; LANE, Henry. The Shanghai Disney Resort: Merging Magic with Chinese Characteristics. London: Ivey Publishing / Harvard Business Publishing,, 2019.

OUTRAS PUBLICAÇÕES, VIDEOS E SITES

ASSESSMENT CRITERIA

TRUNCATE((((N1F*4) + (N2F*6))/10),1)

ASSESSMENT CRITERIA DESCRIPTION

N2F Class-by-class Learning Check Exercises (30%) + Business Review: success case with analysis

N1F Class-by-class Learning Check Exercises (30%) + Business Review: success case with analysis