ESCI upf.
School of International Business

Course Syllabus-International Dynamics and Cross-Cultural Negotiation:

Corporate Environment

Professors: Isabel Martínez-Cosentino.
Professor's Contact and Office Hours: isabel.martinezcosentino@prof.esci.upf.edu. Appointment upon email request.
Course contact hours: 22.50 hours.
Recommended Credit: 3 ECTS.
Class schedule: 9:00 a.m. – 11:15 a.m.; 11:30 a.m. - 1:45 p.m.
Weeks: 1 week.
Course dates: 20 July 2026 – 24 July 2026.
Course Prerequisites: Not applicable.
Language Requirements: B2 in the European framework (equivalent in Cambridge certificate).

Course Description:

The course focuses on the analysis of global organizational structures and international strategies, highlighting corporate challenges in the face of the complexity of the global economy. The main goal is to cultivate a deep understanding of how to achieve a competitive advantage, sustain it over time, and the ability to replicate it to target markets during the internationalization process.

Addressing the main question of international strategic management, which is to understand what determines the success or failure of a company when it enters a new country. Exploring global strategies will be essential, ranging from market expansion to effective management of internal competencies.

Beyond corporate strategies, the course will devote special attention to cross-cultural negotiation and soft skills strategies. To achieve business success on a global scale, the fundamental principles of international negotiation must be understood. And to understand these multicultural factors, specific cases of negotiation dynamics in China, India, Egypt and other multicultural business contexts will be studied.

Learning Objectives:

1. Understanding of analytical tools for the development of internationalization strategies.
2. Management of negotiation skills and *soft skills* in globalized environments.
3. Development of decision-making capacities in a globalized and dynamic environment.

Course Workload:

The course workload will consist of engaging master classes that encourage active

student participation, which might involve the reading of case studies, and articles to foster a comprehensive understanding of the subject matter.

Methods of Instruction:
The course will adopt the modality of master classes with an active approach to learning, promoting the active participation of students.

During the sessions, the deepening of theoretical concepts will be integrated with the review of current news and the analysis of case studies and articles to understand the practical applicability of the concepts in the contemporary context.

Method of Assessment:
The final grade will be determined by the weighted average of class participation and an online questionnaire on the concepts acquired in the subject.

1. Class Participation: 20%
2. Questionnaire: 40%
3. Class Activity/Final Project: 40%

Absence Policy:
Attending class is mandatory and will be monitored daily by professors. The impact of absences on the final grade is as follows:

Absences	**Penalization**
Up to one (1) absence	No penalization
Two (2) absences	1 point subtracted from final grade (on a 10 point scale).
Three (3) absences	The student receives an INCOMPLETE for the course

The BISS attendance policy does not distinguish between justified or unjustified absences. The student is deemed responsible to manage his/her absences.

Emergency situations (hospitalization, family emergency, etc.) will be analyzed on a case-by-case basis by the Academic Director of the UPF Summer School.

Classroom Norms:
- No food or drink is permitted.
- There will be a ten-minute break during the class.
- Students must come to class fully prepared.

Course Contents:

TOPIC 1: Corporate strategy on a global scale

Definition of the concepts of business strategy and their applicability to export and foreign investment markets. It will be deepened with theoretical and practical frameworks for the external and internal analysis of the company.

Case Study: The Global leader exercise. How to develop a global mind for a global strategy. My own competences, understanding other realities and work together with different point of views.

TOPIC 2: Cross-cultural management of international sales

Development of skills for marketing and sales management in international contexts. Through case analysis and specific strategies, success will be addressed throughout the sales process with international clients, from identifying opportunities to negotiating contracts.

Case Study: Leverday Café: The China Challenge Case. An International Business analysis Essay.

TOPIC 3: Intercultural Management of International Marketing

Analysis of practical cases to adapt product, price, communication and distribution policies to different countries, considering the influence of cultural values on purchasing decisions and consumer perceptions.

Case Study: Speaker. Doing business in Saudi Arabia.

TOPIC 4: Partnerships in Global Expansion

Exploration of the dynamics of collaboration between economic agents and their strategies to strengthen them. The study of international alliances will be carried out through case studies of companies from different cultural realities to evaluate their management of obstacles with the aim of improving their competitive position.

Case Study: Starbuck expansion strategy, lecture and discussion.

TOPIC 5: Organizational Culture in Multicultural Environments

Study of how organizational values, norms, and practices adapt and differ in the company according to its environment. Detection of challenges and opportunities in the internal management of people as a catalyst for global success.

Case Study: Doing business with multicultural teams' essay and discussion.

Recommended bibliography:

Cantle, T. (2012). Interculturalism: The new era of cohesion and diversity. Springer.

Cateora, P.R., Money, R.B., Gilly, M.C., & Graham, J.L. (2020). International Marketing. McGraw-Hill.

Hill, C. (2016). International business: Competing in the global marketplace. McGraw Hill.