Universidad de Navarra

Comunicación Empresarial 6

Teaching guide 2026-27

OVERVIEW

Course description: This is a 6-ECTS subject for students of ISSA School of Applied Management and those with an interest in exploring challenges and practices in intercultural communication and business protocol. The subject is designed to foster intercultural sensitivity and competence in order to facilitate more successful interactions in increasingly diverse professional environments. The subject also encourages the analysis and practice of such transversal skills as critical and creative thinking and constructive problem solving, especially in business contexts.

Degrees: *Grado en Gestión Aplicada*- Applied Management. Visiting students.

Faculty: School of Applied Management / Escuela de Gestión Aplicada

Year: Fourth

Semester: First

Temporal organization:

ECTS: 6 ECTS

Requirements: Level C1 English (e.g. Cambridge English: Advanced, TOEFL iBT 85+, or equivalent)

Teacher: Cóilín Ó hAodha, Daniel Bartolomé, María Carmen Erviti

Type of course: Required subject

Module in the Degree Program: Comunicación e idiomas modernos

***Materia* in the Degree Program: :** Comunicación en las organizaciones

Language of tuition: English/Spanish

Class schedule

LEARNING OUTCOMES (Competencies)

Citing the officially approved syllabus for this degree program, the competences covered by this subject are as follows:

BASIC COMPETENCES

RA6 Students must have the ability to gather and interpret relevant data (usually within their area of study) to make judgments that include a reflection on relevant social, scientific and ethical issues.

RA19 Students must be able to convey information, ideas, problems and solutions to both specialized and non-specialized audiences.

RA20 Students must have developed the learning skills required to undertake further studies with a high level of independence.

GENERAL COMPETENCES

RA7 Students must have a reflective, critical attitude that makes it possible for them to identify assumptions and assess situations based on evidence, with a creative and constructive point of view toward problem solving in business administration and management.

SPECIFIC COMPETENCES

RA13 Students must facilitate and coordinate cross-functional work and cooperation by acting as liaisons between different interrelated networks.

RA15 Students must identify and effectively manage key forums and relationships in order to develop company activity.

RA24 Students must make effective use of the organization's internal and external communication channels.

PROGRAM

PART 1 (in English)

The subject follows an interactive, project-oriented approach. Successful performance depends on personal initiative and a capacity to engage in productive teamwork and enabling class participation. The subject is structured around the following topics:

- Intercultural communication and competence: definitions
- What is a global mindset? Introducing Hofstede's cultural dimensions
- Power Distance - hierarchy / egalitarianism
- Group Focus – individualism / collectivism
- Uncertainty Avoidance – risk / stability
- Time Orientation – short term / long term
- Feminine / Masculine – trust / deal
- Indulgence / Restraint – freedom / regulation

PART 2 (en español)

Protocolo

1. Protocolo Oficial
2. Protocolo Social
3. Protocolo Empresarial y Relaciones Públicas

EDUCATIONAL ACTIVITIES

	HOURS	ATTENDANCE
AF1 lectures and/or seminars	30	100%
AF2 Individual or group assignments and personal work	45	0%

AF4 Oral presentations and defenses	1	100%

ASSESSMENT

ORDINARY CALL

Assessment of the subject consists of two parts (continuous assessment and SE3). **In order to pass the subject, students must pass both parts.** Students who fail a part receive a grade of 4.0. The following table shows the weight of each of part.

	WEIGHT
Continuous assessment	70%
SE3 Partial and final assessment	30%

The breakdown of continuous assessment is as follows:

	TOTAL
SE2 Problem solving and/or case studies	20%
SE5 Assessment of individual and/or team assignments and projects*	40%
SE6 Oral presentation and oral defense**	10%

* The assessment of assignments and projects corresponds to those turned in during the semester according to the project calendar.

** The grade of the oral presentation and defense corresponds to the presentation format defined in the project.

EXTRAORDINARY CALL

Certain situations may arise, like the ones described below. However, **in order to pass the subject, it is necessary to pass both parts (continuous assessment and SE3)**. Students who fail either part will receive a final grade of 4.0.

1. Students fail the subject when they receive a grade of less than 5.0 in the partial and final assessment, but pass the continuous assessment.

In this case, the grade in the continuous assessment remains valid and the student must take an exam on the entire subject. The weight of the continuous assessment and the partial and final assessment remains valid as in the ordinary session.

2. Students fail the continuous assessment.

In this case, the grade of the partial and final assessment remains valid and, on the day of the exam of the extraordinary session, students must submit the assignment specified by the professors. The weight of the continuous assessment and the partial and final assessment remains valid as in the ordinary session.

3. Students fail both parts of the subject.

In this case, on the day of this session, students must take the exam and submit the assignment specified by the professors. The weight of the continuous assessment and the partial and final assessment remains valid as in the ordinary session.

4. Students request to attend the extraordinary session who received a grade of 5.0 or higher on the exam in the ordinary session. In this case, the final grade of the subject is the one from this session, which may be higher or lower than or the same as (including a failing grade) the grade on the exam in the ordinary session. In addition, students who request to attend an exam, but fail to show up will be recorded as a “No Show” and will have to take the subject again.

In this assessment, on the day of this session, students must take the exam for the partial and final assessment and submit the assignment specified by the professors. The weight of the continuous assessment and the partial and final assessment remains valid as in the ordinary session.

PLAGIARISM AND COPYING

In the event of plagiarism in the submission of assignments and other irregularities such as cheating during exams, it will be penalized in accordance with the regulations.

Plagiarism is “presenting another person’s work or ideas as your own, with or without their consent, by including them in your work without full acknowledgement. This applies to any material—printed, digital, unpublished, or generated by AI.” (University of Oxford, n.d.).

For further details on specific forms of plagiarism, such as verbatim copying, paraphrasing without citation, collusion, inaccurate referencing, and self-plagiarism, see the University of Oxford Academic Skills guidance: https://www.ox.ac.uk/students/academic/guidance/skills/plagiarism.

Please note that AI#generated content must not be cited as an author. In these cases, please cite the original sources the content is based on and not the AI tool. Otherwise, using AI texts without acknowledgement also counts as plagiarism .

Reference

University of Oxford. (n.d.). *Plagiarism*. In *Academic Skills*. Retrieved June 10, 2025, from https://www.ox.ac.uk/students/academic/guidance/skills/plagiarism

OFFICE HOURS

- Cóilín Ó hAodha (cohaodha@unav.es). By appointment.
- Daniel Bartolomé (dbartolome@external.unav.es). Solicitar cita por mail.
- Mari Carmen Erviti (mcerviti@unav.es). Solicitar cita por mail.

Universidad de Navarra

BIBLIOGRAPHY AND RESOURCES

PART 1

- Course resources will be made available via ADI during the semester
- Meyer, Erin: *The Culture Map: Decoding how People Think, Lead and Get Things Done across Cultures*, Public Affairs, New York (2015) Find it in the Library

PART 2

PROTOCOLO

- Fuente Lafuente, Carlos, El protocolo oficial: las instituciones españolas del Estado y su ceremonial, Madrid Protocolo, 2010. Localízalo en la Biblioteca
- Batlle Mercadé, Pablo, Sanjuán Monforte Jose Carlos, Sunyé Mendía Juan, Protocolo y Buenas Maneras, LIBROS CÚPULA, Madrid 2007 Localízalo en la Biblioteca
- Urbina, José Antonio, Protocolo en los negocios, Temas de hoy, 1994. Localízalo en la Biblioteca
- Carreño, Manuel Antonio, Manual de Urbanidad y buenas maneras. Kessinger Publishing, 2010. Localízalo en la Biblioteca