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UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

TEACHING GUIDE CORPORATE CULTURE 2023-24

GENERAL DETAILS

Name:	CORPORATE CULTURE
Code:	801530
Academic Year:	2023-2024
Degree:	University Master's Program in Marketing Management
Number of credits (ECTS):	5
Location in the curriculum:	First Semester
Department:	Strategic management and organization
Head of department:	PhD. Pablo Rial González
Date of latest revision:	September 2023
Lecturers in charge:	PhD. Pablo Rial González Prof. Jordi Sacristán Adrià

1. GENERAL DESCRIPTION

Labour relations between the company and its staff are determined by factors both internal and external to the business organisation and they, in one way or another, have an influence on corporate culture.

Today's accelerated business pace and new challenges (flexibility, creativity, innovation, resilience) affects labour relations in a direct way and as will be seen along the course of the subject, this has advantages and disadvantages. The social and labour environment is under continuous change, the customers demand innovation and high-quality products, and workers are searching for new employee experiences to achieve self-development in a context of good work life balance. Hence, the leaders of any modern company will have to protect, promote and manage, both internally and externally, the principles that make up organisational culture.

When workers are involved in promoting and protecting the sources of corporate culture, they feel satisfaction and are more engaged with the business project, carrying out their duties with maximum efficiency and safety. For this reason, we will analyse in a practical way the historical perspective of corporate culture, delving into the main tools, concepts and methodologies oriented to its management.

The different styles of leadership that generate different organizational models will also be exposed. The 21st-century leader is distinguished by his ability to inspire other people through the management of emotions, motivation and instilling passion and enthusiasm in team members. Obtaining the results and objectives of the company is closely linked to the emotional and relational climate of the organization and therefore conscious work in the area of communication and emotions is a differentiating element of the leader that healthy organizations demand.

Finally, the ethical and social responsibility of the organization will be addressed to provide it with a legitimate reputation, competitive advantage and improvement actions to create authentic social responsibility.

2. OBJECTIVES

- To know the component elements of the organizational culture, and understand its process of configuration, management and modification.
- To analyse the new trends in "new leadership" that contribute to the construction of a solid and sustainable corporate culture.
- To link the concept of managing corporate culture with ethics, in so far as the latter is a decisive factor when handling the most suitable human capital for the success of a business project.
- To provide students with situations, problems and solutions related to decision making in the management of corporate culture.

3. CONTENTS

UNIT 1. A conceptual approach to corporate culture and its elements

UNIT 2. Methods for diagnosing and monitoring organizational cultures

UNIT 3. Internal communication: A tool for organisational development

UNIT 4. Leadership: The key pillar for transformation

UNIT 5. Corporate social responsibility: Sustainability and human rights

UNIT 1. A CONCEPTUAL APPROACH TO CORPORATE CULTURE AND ITS ELEMENTS

Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Understand the concept and scope of corporate culture in the organizations.
- Differentiate the main elements that make up the corporate culture.
- Describe the functions of culture in the company and its contribution to achieving the objectives.

Content

1. Conceptual demarcation of the concept of corporate culture.
2. Elements that are part of the culture.
3. The levels of culture.
4. Factors that influence organisational culture.
5. Functions of culture in an organization

UNIT 2. METHODS FOR DIAGNOSING AND MONITORING ORGANIZATIONAL CULTURES

Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Diagnose the culture of an organization through culture diagnostic tools.
- Define the target culture and propose improvement actions.

Content

1. Identify the culture of an organization.
2. Tools for diagnosing corporate culture.
3. Cultural change management.
4. Define a desired target culture.

UNIT 3. INTERNAL COMMUNICATION IN THE ORGANIZATION

Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Identify the different models of internal communication in the organization.

- Describe the internal communication tools used nowadays in organizations to determine the scope of the desired communication message.

Content

1. Definition and basic principles of internal communication.
2. Internal communication models.
3. What are the internal target audiences in the organization?
4. Tools for internal communication in the digital society.
5. Internal communication plan.

UNIT 4. LEADERSHIP: THE KEY PILLAR FOR TRANSFORMATION

Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Recognize the different styles of leadership.
- Understand the influence of leadership on corporate culture.
- Explore current leadership trends.

Content

1. Leadership and the creation of corporate culture.
2. Leadership styles.
3. Leading work teams: Achieving and maintaining high performance teams.
4. New paradigms of the 21st century leader: Leading healthy organizations.

UNIT 5. CORPORATE SOCIAL RESPONSIBILITY: SUSTAINABILITY AND HUMAN RIGHTS

Learning outcome

After studying the unit and solving the exercises, students will be able to:

- To understand the importance of ethics in the behaviour and decision-making process of the organization.
- Identify the scope of the company's social responsibility.
- Define ethical styles of adaptation to changes in organizations.

Content

1. Ethical aspects of corporate culture.
2. Corporate ethics: Decision-making.
3. Business sustainability and corporate social responsibility.

4. CSR and marketing

4. TEACHING AND LEARNING METHODOLOGY

Euncet Business School-UPC's learning process brings together a combination of methodologies which, in a practical and innovative way, allow students to acquire skills specific to the professional exit profile that is expected in a master's degree and the digital context:

LEARNING BY PROJECTS

Working in groups to develop and present tasks and projects, by responding to different situations or challenges posed during classes.

CASE STUDIES

Solving hypothetical business issues to experiment with using a practical application of the theoretical content of the different subjects.

INTERACTIVE CLASSES

The teaching sessions will take place based on continuous interaction between the students and the lecturers, who will teach with the objective of comparing the relevant concepts through the means of analysis and open debate, with the help of real-world case studies and simulations.

ONLINE TUTORIALS

Personalised online sessions will be programmed to solve doubts and lend support to the different assignments and exercises posed during the course.

5. ASSESSMENT

According to the Bologna Process, the model rewards the student's constant and continued effort. 60 % of the mark is obtained through continuous assessment of the managed activities, and the remaining 40 % from the final exam, which is held in a single sitting.

The subject's final mark (FM) will be calculated according to the following formula:

- **FM = Final Exam Mark * 40 % + Continuous Assessment Mark * 60 %**
- The minimum mark of the final exam for the calculation of the FM will be 40 points over 100.
- The subject will be successfully passed with a FM equal to or higher than 50 points over 100.

Activity type	Description	% Evaluation	
Task:			40%
	Study Case	20%	

	Project: cultural study	50%	
	Presentation	30%	
Test:			20%
	Test lesson 1 - 4	100%	
Final exam:			40%
	Final exam	100%	

6. BIBLIOGRAPHY

6.1 BASIC BIBLIOGRAPHY

- Aguirre, A. (2004). La cultura de las organizaciones. Barcelona. Ariel.
- Blanchard, K. y O'Connor, M. (1997). Managing by Values. San Francisco. Berret-Koehler.
- Handy, C. (2007). Understanding organizations. United Kingdom. Penguin.
- Hernández Ortiz, M. J. (Coord.) (2020). Administración de empresas. Madrid. Pirámide.
- Schein, E. y Schein, P. (2017). Organizational culture and leadership (5th Edition). New Jersey. John Wiley and Sons.

6.2 FURTHER READING

- Gómez, S. (2021). Organizaciones inteligentes. Barcelona. B de Bolsillo.
- Laloux, F. (2014). Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage of Human Consciousness. Brussels. Nelson Parker.
- Rodríguez, V. (2020). Propósito y valores. Profit editorial.