



SYLLABUS

CROSS CULTURAL BUSINESS COMMUNICATIONS

Samantha Mather

Contact Hours: 40

Language of Instruction: English

LONDON, ENGLAND

COURSE OVERVIEW

The environment in which organisations operate is referred to as VUCA: Volatile, Uncertain, Complex and Ambiguous. Part of what drives this is increasing globalisation. No longer are your colleagues just local, teams are spread across countries and time zones with different languages and cultures. Organisations expect their employees to be able to effectively work remotely with people who have different cultural norms and different ways of communicating. With this in mind, the purpose of this course is to help you

- (1) understand the nuances involved in working cross culturally based on research from social science, psychology and organizations,
- (2) sharpen cultural awareness skills to better connect with those from different countries
- (3) develop skills that will improve your ability to be a valuable global employee and manager

COURSE OBJECTIVES

You can expect to:

- Develop skills and knowledge based in psychology, social psychology, communication, organization and social culture and other fields that are highly-relevant to your current and future success as a student and a professional.
- Gain insight into the creation of a culture at both national and organizational level
- Critically explore the impact on business of operating in a variety of cultures and importance of diversity.
- Better understand and critically examine your role and impact in relationships and interactions with individuals from other backgrounds (both as a student and in the workplace), with an emphasis communication
- Utilize skills learned from today's global context in managing teams across international jurisdictions and cultural sensitivity with respect to international business, comparing diverse countries such as US, UK, Russia, China, Japan and countries from Europe, Asia and South America.

INSTRUCTIONAL METHODOLOGY

This class will involve a combination of lecture and individual and group activities, as well as site visit/field trips and a guest lecturer relevant. Lectures will provide you with the foundations of communication and cultural concepts and will cover key materials from the textbook. Additional examples, real-life case studies, and in-class exercises will be provided in order to enhance your understanding of theory and application to practical aspects of business. Please arrive to class fully prepared (i.e., complete any assigned readings in advance of class and reflect on how the topics in the text relate to topics covered in previous lectures, your own experiences, and current events).

Much of each class session will be devoted to the application of concepts through the analysis of actual business cases, newspaper articles, videos, or other relevant materials. In analysing these situations, you must diagnose a problem facing an organization or managers in different cultural contexts, crafting potential solutions. These interactive sessions and exercises are particularly useful for small group work and discussions.

STUDY VISITS AND GUEST LECTURERS:

During the semester, the course aims to integrate study visits, many of which are dependent on our class schedule and so subject to confirmation. Example study visits include:

- Meet with leading UK businesses and organisations that support international trade such as the British Chamber of Commerce, Institute of Directors, Department of Trade and Industry and Country Consulates and Embassies.
- Guest lecturers of business people who work cross culturally. Speakers will be from London-based small and medium multinationals in various sectors.

COURSE READINGS

TBA: Suggestions:

When Cultures Collide – Richard D Lewis??

METHOD OF EVALUATION (GRADING)

Your course grade will be calculated as follows:

Individual assignments

Exam	25%
Personal reflection	15%
Attendance and participation	10%

Group assignments

Report	25%
Formal presentation & written summary	25%

Individual assignments

Exam

There will be an examination designed to evaluate your mastery primarily of the materials covered in the course textbook – though there may also be questions from the lectures, videos, guest speakers *and* cases. Each is worth 25% of the final grade. They may consist of multiple choice, short essay questions, brief essays, and readings.

Personal Reflection

At week 10, you will be asked to submit your own personal reflection of your learning. This should be 2-3 pages. The reflection should include two or three of the biggest learnings from the course, and importantly *why* these were such a big learning for you. Please also reflect on how the group work went for you in terms of how communication, and if relevant cultural differences helped or hindered the process. What would you do differently? What did the course/group work teach you about yourself.

Guest speaker/site visit engagement

Engagement is assessed based on involvement (e.g. asking questions, demonstrating active listening) and quality of contributions.

Group assignment (submitted Week 10)

Your group will work together on most case discussions in class to analyze aspects of a case, apply the concepts you are learning in class, and come up with recommended courses of action. Group/team working is an essential component in today's organizations, and these assignments will help you to become more directly familiar with group dynamics.

Organisational Cultural Analysis

The group is to produce a report into two countries of their choice that has not been covered during the course lessons. The chosen countries must have at least different cultural dimensions to that of the UK/US. The report aims to provide recommendations to a US or UK company that you have selected (perhaps one in which you are currently working) as to what the organization will need to do in order to set up offices in each of your chosen countries.

Country Cultural Analysis

Provide a short synopsis of your chosen countries: its location, demographics, politics, a SWOT analysis from a company perspective and why the company should consider operating in them. Using the 7 cultural components provide an overview of your chosen countries. Some

Environmental Analysis

For each country, perform an environmental analysis using PESTE. Explain why each finding is relevant to your company.

Galbraith Model

For each of the elements in the Galbraith STAR model analyse your organization as it currently is, and then discuss the implications for each element if operating in your chosen countries, given the cultural analysis.

Employee Lifecycle Model

Perform the same analysis on each of the stages of the Employee Lifecycle model.

Employee Handbook

Create a handbook for the US/UK employees who will be going to each of your chosen countries. This should include Do's and Don't around communicating, interacting and managing employees of that country. Provide some useful information about the country for when they are there.

You report should include an Executive Summary, Introduction, Analysis Section, Recommendations and Appendices. The report itself should be no more than 10 pages. You may put the Employee Handbook in the Appendix. Please also add your presentation slides into the appendix. All evidence must be referenced.

Presentation (Week 9)

Based on your report above, the group will need to present their findings to “the board”. The purpose of the 20 minute presentation is to persuade your company to move into ONE of your chosen countries.

- The presentation will include:
- An outline of your company, why it should look to move internationally and what the benefits will be
- An overview of the country you have chosen, and why.
- The outputs of the SWOT analysis on this country
- The Challenges your company may face based on the PESTE Analysis
- Key changes your organization will need to make, or what they will need to do differently as a result of operating within the country.
- All project items must be submitted by week 10. You will be choosing a real-world organization, interviewing at least two employees in this organization, and writing up an analysis applying course concepts.

Sources: You must use at least 10 library-based resources for this project –electronic resources specific to this class and this project that will act as many of your 10-library-based resources are available (authentic and respected sources of information e.g. newspapers, journals, annual reports, business week, Mintel reports, embassy websites, trade reports, etc....)

(please note that Wikipedia is not a valid academic source of information!)

Requirements:

Maximum 3 pages of text (no limit on pages for appendices and tables)

Single spaced, 12 pt font, sub-headings and bullet points may be used for skim value but kept minimal for report style end product, Times New Roman font.

Pages should be numbered

Include cover page with group name and team member names (not included in 3-page limit)

Attach all appendices

Grading Criteria: Grades for this assignment will be based on the quality of the presentation and integration of material, adherence to time allotment and assignment specifics, enthusiasm, professionalism of delivery, ability to generate interest, and visual aids used. It will also include an assessment of your written report that accompanies the presentation, which should be presented in a coherent, logical and business-like style incorporating concepts and terms learned in the course.

ATTENDANCE POLICY

Every class (whether on- or off-site) must be attended. Absence will only be accepted on grounds of sickness. Sickness must be notified in advance in person (by phone, note or email) either to Amanda or Mary. Any absence not for sickness, for example for travel purposes, will affect your grade.

COURSE OUTLINE

It is assumed that each session will be 3 hours long

The sessions will be case-study based that allow comparison and analysis of different cultures and what this means for organisations and their employees.

Session:	Contents	Activities / Homework
Week 1	Introduction to Communication	
	<ul style="list-style-type: none"> The process of communication at individual level (neuroscience, vocabulary, norms, values) Communication styles Your Communication Preference Interpersonal Communication Challenges 	Jungian Personality Communication Preferences SCARF Neuroscience model Language and Culture
Week 2	Organizational Communication	
	<ul style="list-style-type: none"> Organisational Communication Communication structures and influences Organisational Communication challenges 	Organisational Structures Media and methods of communication
Week 3	What is Culture?	
	<ul style="list-style-type: none"> What creates a national culture? Measuring and Analysing culture Comparing cultures 	Galbraith Hofstede Employee LifeCycle PESTE
Week 4	Comparing Cultures: Power and Individualism	
	<ul style="list-style-type: none"> Defining what the measures of Power and of Individualism means Understand where it they come from and how they are manifested 	Galbraith Hofstede Employee LifeCycle PESTE

	<ul style="list-style-type: none"> • Compare the US and Russia in terms of their culture towards the two cultural aspects of Power and Individualism • Analyze what this means for communication and organizations 	
Week 5	Comparing Cultures: Masculinity and Uncertainty	
	<ul style="list-style-type: none"> • Defining what the measures of Masculinity and of Uncertainty means • Understand where it they come from and how they are manifested • Compare Japan vs Sweden in terms of their culture towards the two cultural aspects of Masculinity and Uncertainty • Analyze what this means for communication and organizations 	Galbraith Hofstede Employee LifeCycle PESTE
Week 6	Comparing Cultures: Long Term orientation & Indulgence	
	<ul style="list-style-type: none"> • Defining what the measures of Long Term orientation and of Indulgence means • Understand where it they come from and how they are manifested • Compare US and China in terms of their culture towards the two cultural aspects of Long-Term Orientation and Indulgence • Analyze what this means for communication and organizations 	Galbraith Hofstede Employee LifeCycle PESTE
Week 7	Comparing Cultures: Time Orientation, past present and future orientation	
	<ul style="list-style-type: none"> • Defining what the concept of time means for different cultures • Understand where it this comes from and how it is manifested • Compare India in terms of their culture towards the two cultural aspects of Long-Term Orientation and Indulgence • Analyze what this means for communication and organizations 	Galbraith Hofstede Employee LifeCycle
Week 8	The importance of diversity	
	<ul style="list-style-type: none"> • What is bias? • Bias and prejudice • Managing bias and prejudice • The business case for diversity 	
Week 9	Assessed Group Presentations	

	<ul style="list-style-type: none"> • Each group presents their findings and makes recommendations for countries working in these countries. 	
Week 10	EXAMS (Individual Assessment) Submission of Group Report Submission of Personal Reflection	