

LS142: CROSS-CULTURAL COMMUNICATION

Tue-Thu, 3 – 4:30pm, Sem 1, 2012-13

ART VALENCIA

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SYLLABUS - TERMS OF REFERENCE

1. COURSE DESCRIPTION

This is an integrative elective course for graduating management majors and a required subject for those minoring in International Business.

It focuses on how cultural differences—at the regional, national, corporate and functional levels--- influence business work-styles and protocol, particularly communication, and how cross-cultural literacy becomes a key factor in a diverse and globalised workplace. Theories and concepts on country and corporate cultures are complemented by real-life cases, anecdotal evidence and primary student research.

Grounded on the contemporary themes of globalization, liberalization, and technology, the course seeks to provide insights towards broadening connectivity and achieving convergence in diversity.

2. COURSE OBJECTIVES

- ✓ To identify concepts, theories, models and issues which form the dynamics of business relations across cultures and national boundaries.
- ✓ To gain insights into the values, work-styles and business protocol of various cultures, countries and corporations, in the context of a global office.
- ✓ To develop practical communication skills in the workplace through a simulated multicultural corporate environment.

3. CONSULTATION

By appointment. Text queries welcome anytime, but no voice calls please

4. METHODOLOGY

Interactive lectures, reaction papers, syndicate research and presentations, video showings, long tests, pop quizzes and exercises, case studies

- **Reaction papers:** 1-page, single space, 10 pt Arial, outline format/bullet points preferred. Assigned topic usually related to previous meeting's theme. Submit via Turnitin

5. COURSE REQUIREMENTS

60 pts	Reaction papers
120 pts	3 Team research/ presentations
60 pts	2 Long exams
<u>10 pts</u>	Class performance
250 pts	TOTAL

6. GRADING SYSTEM

		QPI	
230 -- 250 pts	92 – 100%	A	3.76 – 4.00
218 -- 229	87 – 91.9	B+	3.31 – 3.75
208 -- 217	83 – 86.9	B	2.81 – 3.30
198 -- 207	79 – 82.9	C+	2.31 – 2.80
190 -- 197	76 – 78.9	C	1.81 – 2.30
175 -- 189	70 – 75.9	D	1.00 – 1.80
Below 175	Below 70	F	Below 1.00
Over-cut:	> 6 absences	W	

7. CLASS POLICIES

- Maximum 6 unexcused cuts to avoid a W.
- Late submissions of reaction papers, latest by following class day, with point deduction. No e-mail submission, unless expressly permitted.
- Peer evaluation for team work, will be basis for grade variations within team
- Make-up exams only for long tests and for meritorious cases only
- Cell phones in silent mode during class.
- JGSOM dress code in force.
- Academic Regulations, Magna Charta apply.

8. REFERENCES

- ✓ Hodgetts et al, **International Management : Culture, Strategy and Behavior**, McGrawHill, 6th Edition, New York 2006
- ✓ Chaney and Martin, **Intercultural Business Communication**, Pearson, New Jersey 2004
- Lewis, **When Cultures Collide**, Brealey, London 2000
- Morrison and Connaway, **Kiss Bow or Shake Hands**, Adams Publishing 2006
- Deal and Kennedy, **The New Corporate Cultures**, Perseus, Massachusetts 1999

9. SCHEDULE

Weeks 1 and 2 Class Profiling. Course Overview Terms of Reference. Symbols. Universal systems/ Context. Forces of change – globalization, etc. China and India
Chaney, Chapters 1 and 2

Weeks 3 and 4 Defining Culture. Superstructure.. Frameworks for cultural analysis: theories/models. East-West Dichotomy. Stereotypes. Dimensions.
Hodgetts, Chapter 4
Chaney, Chapters 3 and 4

Week 5 Communication, Language Context. Non-verbal (body) language. Writing. Translation woes.
Chaney, Chapters 5, 6 and 7
Culture shock videos

Week 6 Survey of cultural profiles. Social and business etiquette worldwide – various aspects. Cultural clusters. Asian clan/family businesses.
Hodgetts, Chapter 5
Chaney, Chapters 8 and 9

Week 7 COUNTRY STUDIES

Week 8 Negotiating across cultures. Meetings. Rules of engagement. Conflict resolution. Strategies
Hodgetts, Chapter 7
Chaney, Chapters 10 and 11

Week 9 – LONG EXAM

Weeks 9 and 10 Corporate culture and philosophy. Business principles and values. Governance. Image and corporate communication. Work ethics and rituals.
Hodgetts, Chapter 6

Week 11 CORPORATE PROFILES

Week 12 BUSINESS CASES

Weeks 13 and 14 Developing competencies. Cross-cultural savvy. Integrity and ethical ambiguities. Laws on Business and Travel.

Chaney, Chapter 12

Week 15. LONG EXAM

VIDEOS – Adichie- Single Story; HSBC culture ads; Pattanaik--Myths; Jacques – China; Rosling – GNP Growth; Nye – Power Shifts ; El Feki – Arab Pop; Tharoor – India; Kurzweill --Technology; Culture Shock– Asia; Akyol – Islam; Welch – Corporate Culture; Lafferty – Business Ethics

10. PRESENTATION TOPICS AND GUIDES

20-min max duration, multi-media encouraged, must show team effort (each member presenting)

Deliberation of cultural issues	20	Synthesis, solutions, summary	5
Presentation skills/format	10		
Total	35 pts		
Last Minute Challenge:	Bonus	5 pts	

COUNTRY STUDIES

Brief history explaining roots of culture, Hofstede ratings, value systems, socio-legal-religious context, business protocol, social etiquette, negotiations.” What is unique about it?”

<i>Thailand</i>	<i>Malaysia</i>	<i>Indonesia</i>
<i>South Korea</i>	<i>Vietnam</i>	<i>Brazil</i>
<i>Australia</i>	<i>Germany</i>	<i>Great Britain</i>
<i>Spain</i>	<i>Italy</i>	<i>China</i>
<i>India</i>	<i>Singapore</i>	<i>Japan</i>
<i>France</i>	<i>Saudi Arabia</i>	

CORPORATE PROFILES

(1 or 2 dominant firms in the industry)

Mission/vision, principles/values, governance/ heroes, reputation, communication styles, rituals, hierarchy. “How do things get done around here?”

<i>Beverages</i>	<i>Print Media</i>	<i>Pharmaceuticals</i>
<i>Energy</i>	<i>Construction</i>	<i>Telecoms</i>
<i>InfoTech</i>	<i>Hotels</i>	<i>Mall Operations</i>
<i>Schools</i>	<i>Law firms</i>	<i>Military/Police</i>
<i>Banking</i>	<i>Apparel</i>	<i>Fast Food</i>
<i>Airlines</i>	<i>Advertising</i>	<i>Broadcast Media</i>

CULTURE-CONTEXT BUSINESS CASES.

Define generic issue/conflict, corporate histories, magnitudes, pros and cons, resolution, “What’s the way forward?”

- Language: Call-centres
- Corporate culture: Mergers and take-overs
- Intellectual Property: East vs West
- WTO Issues: Pharms and generics
- Non-verbal Communication: An Asian survey
- Greater China network
- Asian conglomerates – business styles
- HR: Business process outsourcing
- “The World is Flat” – Asian applications
- Social networks: East and West

Internet sites recommended:

- ✓ www.executiveplanet.com
- ✓ www.getcustoms.com
- ✓ www.worldbusinessculture.com