

Andrews University

School of Business

Course Outline

BSAD 560 INTERCULTURAL BUSINESS RELATIONS

(Portland, 16 - 30 October 2005)

Faculty Information

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Class Time and Room Schedule

Sun Oct 16	9 am-4 pm	AMC, Garden Room	Sun Oct 23	9 am-4 pm	AMC, Garden Room
Mon Oct 17	6 pm-9 pm	WWCSN, Room 104	Mon Oct 24	6 pm-9 pm	AMC, Ed Center A
Tue Oct 18	6 pm-9 pm	AMC, Amphitheater D	Tue Oct 25	6 pm-9 pm	AMC, Garden Room
Wed Oct 19	6 pm-9 pm	AMC, Ed Center A	Wed Oct 26	6 pm-9 pm	AMC Ed Center A
Thu Oct 20	6 pm-9 pm	AMC, Ed Center	Thu Oct 27	6 pm-9 pm	AMC, Ed Center A
			Sun, Oct 30	9 am - 4 pm	AMC, Garden Room

Links and Notes

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Course Description

Globalization and the increasing ethnic and cultural diversity in the workplace require culturally-aware managers in both domestic and international markets. This course focuses on cross-cultural communication theories and skills which may be utilized to improve business relations within an intercultural context.

Course Objectives

- Increase understanding of the relationship between culture and communication, with emphasis on the impact of culture on business practices.

- Provide an intellectual framework (such as taxonomies, cultural patterns, and verbal / nonverbal codes) which allows for analysis and assists the promotion of understanding between disparate cultures.
- Develop skills to improve communication with individuals from other cultures with the aim of developing an intercultural competence, particularly from a business perspective.
- Develop business analysis skills focusing on issues in cross-cultural management through the use of selected case studies.
- Develop a broader awareness of other cultures by identifying and explaining cultural issues as portrayed in popular culture.

Textbook

Harris, Philip R., Robert T. Moran, and Sarah V. Moran (2004). *Managing Cultural Differences: Global Leadership Strategies for the Twenty-first Century*. 6th ed. Butterworth-Heinemann. ISBN: 0-7506-7736-8.

Preliminary Assignments

1. Read Harris and Moran, Chapters 1 and 7, before the beginning of the first class period.
2. Read the Case Study, "Banking on Diversity," before the first class period and prepare a 1 page analysis (due at the beginning of the first class period).
3. Choose a country on which you will do a presentation as noted in requirements below. Notify the instructor of this as soon as possible. No duplication will be allowed so this is on a **first-come** basis. Choices will be posted on the presentation schedule as soon as received.
4. Divide into groups of 4-5 for the Group Case Study Presentation. These groups must be formed no later than the first day of class.
5. It is recommended that you read all of the case studies before the start of the course and prepare in advance the two-paragraph summations as required in the Group Presentation Assignment given below.

Requirements

1. **Group Presentation -- Case Study**
Students will divide into groups of 4-5 (there will be a maximum total of three groups). Each group will prepare and submit a detailed written analysis of one case study as assigned. Assignment of cases will be done on a first-come basis. As soon as a group has formed, the group needs to notify the instructor and a case will be "assigned" from those still available. Each case study analysis will also be presented orally to the class (25-30 minute presentation). If a powerpoint is used, it should be submitted as an appendix to the written presentation. Presentations will be scheduled during the latter part of the second week of classes. Each presentation will be followed by a brief question and answer period in which all class members are expected to critique the presentation.

All class members are expected to **read each case** prior to its class presentation. To promote prior reading by the entire class, each class member will submit a **two paragraph summation** of each case consisting of 1) a brief summary of the case; and 2) an identification of the essential issues in the case with a particular focus on cultural issues. These summations are due at the start of the class period when the group presentation is scheduled.

Guidelines for case study analysis are given below.

2. **Group Presentation -- Film Study**

The class will be divided into two (2) groups. Each group will prepare a 15-20 minute oral group presentation (using powerpoint or other presentation methodologies as appropriate). Each group will be assigned a feature film which highlights a particular culture. The instructor will supply a DVD of the film. The group will need to view the assigned film outside of class time. Preferably, the entire group should view the film together although individuals may wish to view the film individual prior to the group viewing.

The presentation, which should include several short video clips, should focus on identifying cultural patterns, analyzing and explaining how the film presents these patterns, and highlighting intercultural issues and cultural differences, particularly from the differing cultural perspectives of the group making the presentation. In addition to identifying and explaining cultural patterns in the film, the presentation should also focus on recommendations / applications which promote better work place understanding of diversity.

3. **Individual Presentation -- Country Study**

Assume your employer is planning a business trip to _____. Prepare a country study giving demographics, key cultural traits, pertinent business information, and a brief reading list. Present this in three modes:

A. A ten-minute (10) oral presentation (to be scheduled early in the second week of week of classes),

B. A full written report (maximum of 8 pages) to be submitted to the instructor, and,

C. A one-page executive summary or brochure (as a class handout).

Stipulation: Choose a **different** country from either of the countries studied for the research paper below. In addition, you may not report on a country previously presented by another student. Sign up for this as soon as possible. Notify the instructor of your preferred choice by e-mail and, if possible, the presentation schedule will be posted on the course web site.

4. **Research Paper**

Each student will submit a research paper involving cross-cultural understanding as follows:

A. A description and analysis of your own culture (cultural pattern and analysis);

B. A description and analysis of another culture (cultural pattern and analysis);

C. Identify, describe, and discuss the most significant cultural pattern(s) which would influence communication within a business setting between your culture and the other chosen culture. Suggest strategies to overcome potential barriers to successful business relations and to enhance communication.

Length: Total paper should be approximately 15 pages of text -- not including a title page, outline (optional), end notes, or works cited -- divided equally among the three parts.

Required Style: Follow the APA format. Style points will be deducted for those who do not follow this rigorously.

Submission: The research paper should be submitted electronically to tidwell@andrews.edu as an e-mail attachment (either MS Word or Corel Wordperfect). If you are unable to do this, please discuss alternative methods with the instructor before the end of the lecture sessions.

The research paper will be submitted in three parts to allow comment and suggestions for revision from the instructor as part of the writing process. You will be expected to revise Parts I and II before the final submission. Part I will be Section A above, Part II will be Section B above, and the Final Paper will include all three sections. Include a "Works cited" page in all three submissions.

5. **Final Exam**

There will be an essay / short answer style final exam covering the major topics discussed and presented in class (and as found in Harris and Moran). A study guide has been prepared as a general review aid.

Regulations

A. **Grading**

Grades will be based on a percentage of points possible as follows:

Assignment	Points Possible	% (approximate)
Case Study	75	19% (50% presentation; 50 % written report)
Film Study	50	12.5 % (70% presentation; 30% powerpoint or other media)
Research paper	100	25%
Country Study	50	12.5% (40% presentation; 30% handout; 30% written report)
Final Exam	100	25%
Other Assignments	25	06%
Total	400	100%

Grading Scale:

A = 93-100%	C+ = 77-79
A- = 90-92	C = 65-76
	C- = 62-64
B+ = 87-89	
B = 83-86	D = 50-61
B- = 80-82	
	F = below 50%

Borderline grades will adjusted on the basis of attendance, promptness, enthusiasm, and participation.

B. **Late Work**

Late work will not be accepted except for stringently reviewed contingencies such as long-term illness.

C. *Plagiarism / Academic Dishonesty / Research Style*

All work submitted must be a student's own work. Research format is expected to follow standard documentation APA guidelines. University policies on academic honesty as explained in the section, "Academic Integrity" in 2005-2006 Andrews University *Bulletin*, p. 28 will apply.

D. *Attendance*

Andrews University policy expects regular class attendance. Absences in excess of 10% may result in a failing grade. See "Class Attendance" and "Class Absences" in 2005-2006 Andrews University *Bulletin*, pp. 28.

Class Schedule

<p>Sunday, October 16</p> <p>Topics: Developing a Global Perspective Globalization Issues; Communication and Culture</p> <p>Read: Harris and Moran, Chapters 1, 7; Case Study: "Banking on Diversity"</p> <p>Video: Cross-Cultural Understanding</p> <p>Due: Submit a 1 page analysis of "Banking on Diversity"</p>	<p>Tuesday, October 25</p> <p>Topic: Cross-Cultural Synergy</p> <p>Read: Harris and Moran, Chapter 5</p> <p>Video: The Colonel Comes to Japan</p> <p>Due: Case Study Presentations as scheduled</p>
	<p>Wednesday, October 26</p> <p>Topic: Relocation Issues</p> <p>Read: Harris and Moran, Chapter 6</p> <p>Due: Case Study Presentations as scheduled</p>
<p>Monday, October 17</p> <p>Topics: Verbal and Nonverbal Communication</p> <p>Read: Harris and Moran, Chapter 2</p> <p>Video: Managing the Overseas Assignment</p>	<p>Thursday, October 27</p> <p>Topic: Gender and Diversity Issues; Business Protocol</p> <p>Read: Harris and Moran, Chapter 8</p> <p>Due: Case Study Presentations as scheduled</p>
<p>Tuesday, October 18</p> <p>Topics: Understanding Beliefs, Values and Norms Understanding</p>	<p>Sunday, October 30</p> <p>Topics: Global Performance Issues; Ethical Issues in Intercultural Business</p> <p>Read: Harris and Moran, Chapter 9</p> <p>Review: Harris and Moran, Chapter 1, 7</p>

American Values and Traits

Read: Harris and Moran, Chapter 6

Video: Doing Business in Singapore

Wednesday, October 19

Topic: Cultural Taxonomies (Kluckhohn, Hall, Hofstede, Bond)

Thursday, October 20

Topic: Cultural Taxonomies (Kluckhohn, Hall, Hofstede, Bond)

Video: Doing Business in Mexico

Sunday, October 23

Topic: Global Negotiations

Read: Harris and Moran, Chapter 3

Video: *Moscow on the Hudson*

Due: Country Guide Presentations as scheduled

Monday, October 24

Topic: Organizational Cultures

Read: Harris and Moran, Chapter 4

Due: Country Guide Presentations as scheduled

Re-read: Moran, #33 "Banking on Diversity"

Video: *Gung Ho*

Due: Film Study Group Presentation as scheduled

Sunday, November 6

Final Examination to be arranged

Sunday, November 13

***Due: Research Paper, Part I (submit electronically)**

Sunday, November 20

***Due: Research Paper, Part II (submit electronically)**

Sunday, November 27

***Due: Full Research Paper (submit electronically)**

****These assignments are due NO LATER than midnight of the day indicated. This will be determined by the time it is received in the instructor's e-mail box.***



A Brief Guide for Preparing Case Analyses

Cases are written description of actual events, situations, and problems which confront decision makers in an organization. While individuals and companies may be presented "anonymously," cases are based on real-life situations. The case method is intended to simulate interest through realism and active participation.

A case analysis provides an opportunity to develop skills expected of managers. It is a good strategy to consider yourself as a consultant "hired" to assist the organization under review in the case study. There may be several feasible courses of action in determining a solution to any case. It is more important to focus on the process of problem definition and isolation, analysis, and evaluation of alternatives than to try to find a single best answer.

The process:

- **Read and study the case thoroughly.**

The first step is to master the facts. Read the case once for familiarity, making brief note of the major issues. Read the case again to get all the facts. Make note of symptoms, root problems, unresolved issues, and the roles and identity of key players. Sometimes, crucial information may be missing. It may be necessary to conduct further research outside the case, particularly to obtain updated information.

- **Identify and define the central issue(s).**

Seek out all pertinent issues and problems. Isolate the problem(s). Summarize the central situation and the key players. Categorize issues and problems and decide which are the most important. In a cross-cultural situation, be sure to identify cultural factors which may have a bearing on the problem.

- **Analyze and evaluate alternatives.**

Once problems and issues are isolated, work at gaining a fuller understanding of possible causes. Investigate, list, and rank all possible alternatives. Weigh the pros and cons of each. Decide which alternative has the most validity. Give your reasons for your ranking of issues.

- **Make recommendations.**

Draw up a set of recommendations. Give reasons for your recommendations as well as an agenda to be followed in solving the problem. Be sure that recommendations are both workable and affordable.