

BSAD560 Intercultural Business Relations

**Andrews University – School of Business
Trinidad Extension Program
12 - 26 October 2008**

Course Outline

Faculty Information

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Class Times

Sun, Oct 12: 9 am - 5 pm
Wed - Thurs, Oct 13-16: 6 pm - 9:30 pm
Sun, Oct 19: 9 am - 5 pm
Mon - Thurs, Aug 20-23: 6 pm - 9:30 pm
Sun, Oct 26: 9 am - 5 pm
Sun, Nov 2: 9 am - 11 am (final exam)

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

Moran, R. T., Harris, P. R., & Moran, S. V. (2007). *Managing cultural differences: Global leadership strategies for the twenty-first century*. 7th ed. Elsevier [Butterworth -Heinemann]. ISBN-10: 0-7506-8247-7.

Preliminary Assignments

1. Read Moran, 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 and a partner with whom you will do a presentation as noted in requirements below. Notify the instructor of this as soon as possible. No duplication will be allowed as this is on a first-come basis. Choices will be posted on the presentation schedule as soon as received.
4. Divide into groups of 7-8 for the Large Group Case Study Presentation as noted in the requirements below. These groups must be formed no later than the first day of class.
5. Divide into groups of 3 for the Research Paper Project. These groups must be formed before the end of the lecture portion of the course.
6. 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

Course Assignments

1. Two-Person Group 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. An eight minute (8) 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 "brochure" which is an executive summary (as a class handout).

Stipulation: Choose a different country from any of the countries you plan to use for your research paper as noted below. In addition, you may not report on a country previously presented by another group. 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.

Note: During the oral presentation, the instructor will pay close attention to "time limitations" of this assignment. There will be significant penalties for exceeding the time limit by more than 1 minute. Your group will be stopped at the 10 minute mark regardless of where you are in your presentation.

2. Large Group Presentation -- Case Study

Students will divide into groups of 7 or 8 (there will be a maximum total of six 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 the list of those still available. Each case study analysis will also be presented orally to the class (20 minute presentation). If a PowerPoint is used, it needs to also 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** (one page total) of each case consisting of 1) a very 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. No late submissions accepted since these readings can be done in advance.

Basic guidelines for case study analysis are given below.

3. Collaborative Research Paper

Because group writing is common in both the workplace and in academic scholarship, this assignment will give you the opportunity to develop your research skills and to work with two other classmates in a developing a collaborative research paper. There will be a single grade for the overall research paper shared equally by all three. However, there will be a individual assessment of the group experience. In the event that one partner does not take an fair share of the work assignments, point may be deducted accordingly.

Thus, you will need to choose two other class mates (at least one of who shares your culture) to be your research paper partners and jointly submit a joint research paper focusing on developing a detailed and researched understanding of cultural traits and issues. In addition, as a small research / writing group, you will need to "design" a framework to use in your cultural analysis using the concepts suggested by Hofstede, Hall, Kluckhohn and Strodtbeck, or Schwartz (or a combination of these concepts).

The overall structure of the paper should be:

- A. Part 1: Description and analysis of your group's majority culture (cultural pattern and analysis);
- B. Part 2: Description and analysis of another culture (cultural pattern and analysis);
- C. Part 3: 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 length should be approximately 15 pages of text. In addition, you will

also need to provide a standard title page, an outline (optional), end notes (as needed), and a “works cited” page.

Required Style: Follow the APA format both for layout and documentation. 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 two sections to allow for comments and suggestions for revision from the instructor as part of the writing process. You will be expected to revise the first submission before submitted the final work. The first submitted section should be Part 1 and 2 as noted above. This first submission should also include a title page and “works cited” page. The final paper must include all three parts.

4. 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 Moran, Harris and Moran). A study guide has been prepared as a general review aid.

Course Regulations

1. Grading

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

<i>Assignment</i>	<i>Points Possible</i>	<i>% (approximate)</i>
Country Study	50	14% (40% presentation, 30% handout, 30% written report)
Case Study	75	21% (50% presentation, 50 % written report)
Research paper	100	29%
Final Exam	100	29%
Other Assignments	<u>25</u>	<u>08%</u>
Total	350	100%

Grading Scale:

A = 94-100%	B+ = 87-89	C+ = 77-79	D = 50-61	F = below 50%
A- = 90-93	B = 83-86	C = 65-76		
	B- = 80-82	C- = 62-64		

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

2. Late Work

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

3. 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 2008-2009 *Andrews University Bulletin*, p. 28 will apply. The Bulletin is available on-line at: <http://www.andrews.edu/academics/bulletin/2008-2009/>. See Section: "General Academic Information."

4. Attendance

By policy, the instructor expects regular class attendance. Absences in excess of 10% may result in a failing grade. See "Class Attendance" and "Class Absences" in 2008-2009 *Andrews University Bulletin*, pp. 27-28.

Class Schedule

Sunday, October 12

- Topics: Developing a Global Perspective; Globalization Issues; Communication and Culture
- Read: Moran, Harris and Moran, Chapters 1, 7;
Case Study: "Banking on Diversity"
- Video: *Cross-Cultural Understanding*
- Due: Submit a 1 page analysis of "Banking on Diversity"

Monday, October 13

- Topics: Verbal and Nonverbal Communication
- Read: Moran, Harris and Moran, Chapter 2
- Video: *Managing the Overseas Assignment*

Tuesday, October 14

- Topics: Understanding Beliefs, Values and Norms; Understanding American Values and Traits
- Read: Moran, Harris and Moran, Chapter 5 (note Exhibit 5.1, pp 153 - 155), & Chapter 12, (note pp 351-54, 366-369).
- Video: *Doing Business in Chile*

Wednesday, October 15

- Topic: Cultural Taxonomies (Kluckhohn, Hall, Hofstede, Bond)
- Review: Moran, Harris and Moran, Chapter 1, esp pp 17 - 22

Thursday, October 16

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

Sunday, October 19

Due: Country Guide Presentations as scheduled
Topic: Global Negotiations
Read: Moran, Harris and Moran, Chapter 3
Video: *Moscow on the Hudson*

Monday, October 20

Topic: Organizational Cultures
Read: Moran, Harris and Moran, Chapter 4

Tuesday, October 21

Topic: Cross-Cultural Synergy
Read: Moran, Harris and Moran, Chapter 5, 9, 13, esp pp. 440-451
Video: *The Colonel Comes to Japan*

Wednesday, October 22

Topic: Relocation Issues
Read: Moran, Harris and Moran, Chapter 10

Thursday, October 23

Topic: Gender and Diversity Issues; Business Protocol
Read: Moran, Harris and Moran, Chapter 6

Sunday, October 26

Due: Case Study Presentations as scheduled
Topics: Global Performance Issues; Ethical Issues in Intercultural Business
Read: Moran, Harris and Moran, Chapter 8
Video: *Gung Ho*

Sunday, November 2

Final Examination: 9 - 11 am

Sunday, November 9

*Due: Research Paper, Part I & 2 (submit electronically)

Sunday, November 30

*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 A Case Analysis

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:

1. Read, study, and research 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. At minimum, look up current information about the region, company, cultural situation.

2. 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.

3. 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(s) have the most validity. Give your reasons for your ranking of issues and alternatives.

4. 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.