Number & Title of Course:
COMMUNICATING ACROSS CULTURES: THE INTERNATIONAL BUSINESS CONNECTION

SEMESTER / YEAR: ...

COURSE INSTRUCTOR: Dr. Demetris Kamaras
EMAIL: me@dkamaras.com
HOURS AVAILABLE: ...

CLASS MEETINGS: ...

Related Disciplines: COMMUNICATIONS, CULTURE, BUSINESS, MANAGEMENT

>> COURSE PHILOSOPHY

This course is about human communication in an increasingly integrated global economy. As entrepreneurship continues to boost its international character, people become travellers across different sociocultural and economic environments. The goal of business strategies and executives alike is to make things work in diverse cultural contexts, having to deal with local rules and particularities, habits and processes.

Approaching the field is a multi-disciplinary task. Therefore, this course borrows elements from various fields: communications, culture, management and business. It adopts a multi-dimensional approach to the subject matter, introducing topics such as cross-cultural communication, cultural intelligence, negotiations across cultures, workplace social communication, culture in virtual teaming etc.
Management and communication systems and techniques can provide solutions and point the way forward. However, the starting point lies within people themselves and has to do with the understanding and acceptance of differences and the willingness to positively build on them.

>> LEARNING OBJECTIVES

The course is designed to create a multi-disciplinary experience. It aims at helping students understanding how cultural diversity affects communication in a globalized business context. The learning goals for students are:

- to increase their understanding of cultural differences, explore relevant theories and question stereotypes;
- to improve their awareness of the value of cultural diversity and the importance of developing cross-cultural communication skills;
- to analyse professional techniques and practices, especially in the field of internal communications;
- to examine the effects of digital technologies in enhancing communication and cooperation of people in different cultural environments and of diverse cultural backgrounds;
- to consider and understand the ethical issues that exist in different cultural contexts.

>> LEARNING OUTCOMES

By the end of the course, students will be able to:

- Analyze aspects of cultural differences in communication through real life experience and case studies.
- Critically discuss major factors that influence cross-cultural communication.
- Demonstrate their ability to analyze the value of human interaction at the workplace and internal communication systems.
- Develop required skills in communicating and operating effectively across cultures.

>> CORE READING

>> ADDITIONAL READING (BEYOND COURSE REQUIREMENTS)


>> COURSE MATERIAL / SOURCES

Additional pieces of literature and information material will be made available in class.
Each theme corresponds to specific literature material students need to go through before class.

>> TENTATIVE SCHEDULE

<table>
<thead>
<tr>
<th>Theme 1 / W1</th>
<th>Meetings: tba</th>
<th>Setting the theoretical base: Aspects of communication, culture and cross-cultural management. Communication across different cultures: perceptions and reality.</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Introduction in cross-cultural communications; elements of national cultures and human communication. Theories of culture and cross-cultural communication in a business context; cultural diversity and managerial concerns, cultural factors and dimensions.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Theme 2 / W2</th>
<th>Meetings: tba</th>
<th>Cultural Intelligence and Corporate strategies in a multicultural environment.</th>
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<td>The need for cultural empathy. Cultural Intelligence as a business communication tool. Sources of Cultural Intelligence and aspects of Leadership. Examples of CQ in business, education and government.</td>
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</tbody>
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### Theme 3 / W3
**Meetings:** tba  
**Communication at the Workplace: Internal campaigning and corporate goals.**

- Internal communication strategies and techniques; digital platforms and tools.
- Discussion of case studies of multinational corporations (Coca Cola, Bayer, PMI, AXA, etc.) - The foreign companies’ experience in Greece.

### Theme 4 / W4
**Meetings:** tba  
**The role of Enterprise Social Networks: sharing knowledge, solving problems.**

- Cultural dimensions of digital communication and knowledge sharing. The impact of cultural identities and value systems.
- From old intranets to next generation social collaboration platforms.
- Examination and analysis of popular Enterprise Social Networks such as Yammer, Jive, Slack, SocialCast, Workplace etc.
- Presentation of successful ESN case studies (local and foreign markets).

### Theme 5 / W5
**Meetings:** tba  
**The art of negotiating across cultures – Part I**

- Identifying and analysing cultural characteristics in interpersonal communication. Analysis of Case studies in business negotiations.
- The impact of culture on negotiations.
- The Experts’ View: videos and tips for successful negotiating tactics.

### Theme 6 / W6
**Meetings:** tba  
**The art of negotiating across cultures – Part II**

- Negotiating Teams in Action.
- Student Negotiating teams working on negotiating scenarios.
- Role-playing and analysis of diverse situations in corporate negotiations across different national markets.
## Theme 7 / W7
Meetings: tba

**Multiculturalism in virtual teaming.**

Pros and cons of virtual teams: managing different cultures, tackling prejudice, stereotypes and discrimination.
Case studies drawn from multinational corporate environments.
E-Ethical leadership of virtual teams.

## Theme 8 / W8
Meetings: tba

**Corporate Social Responsibility: Philanthropy, Marketing or something else?**

Ethical issues and considerations.
Global agendas and goals and local communities.
The effect of global communication strategies.
Discussion of case studies from the Greek market.

## Theme 9 / W9
Meetings: tba

**Business Ethics: the art of doing good.**

Cultural differences and business ethics.
Ethical dilemmas and conflicts.
Philosophical considerations and moral reasoning.
Guest Speaker and discussion.

## Theme 10 / W10
Meetings: tba

**Developing a global mindset.**

Globalisation and the global village. Information, traditions and cultural norms.
The elements of Global Mindset.
The drivers of expat success.
[Guest Speaker via SkyPe from abroad: Students prepare questions on key topics]

## Theme 11 / W11
Meetings: tba

**Roundup of Course main topics: Greece as a Case study.**

Business and sociocultural environment.
The crisis factor. Local culture: SWOT analysis. Group task: “10 questions about the Greek Corporate Culture” - Q&A with a Corporate Executive in class (Interview will be published on CYAblog.net).

Theme 12 / W12
Meetings: tba Course review. Final presentations and Conclusions

Class conclusions and review of main topics.

>> ASSIGNMENTS

1st Assignment: Consider the different management styles in different cultural contexts. Select one, identify cultural characteristics and particularities in communication. Support your analysis by the appropriate theoretical framework.

Step 1: Form a 2-member team and choose a cultural specific type of management style.
Step 2: Gather and synthesize information from credible sources (academic or high-profile independent research institutes and organisations)
Step 3: Provide a fully referenced analysis on the topic (min 1,000 words)
Step 4: Prepare a presentation to class (15 min).

Deadline for delivery of assignment: ...
Date of class presentation: ...

2nd Assignment: Critically analyse the effects of digital technology on cross-cultural communication. Select a corporate application, system or technique and discuss its role in enhancing communication across cultures. Use academic and other credible references to support your arguments. Deliver a fully referenced 1,500 word paper and prepare a 10 min. presentation to class.

Deadline for delivery of assignment: ...
Date of class presentation: ...

Notes

To receive credit for an assignment, you must turn it in at the beginning of class on the due dates [to be specified].

No late assignments will be accepted. Unless otherwise specified, all submitted work must be your own, original work. Any excerpts from the work of others must be clearly identified as a quotation, and a proper citation provided.
>> IMPORTANT DATES

Midterm Exam: ...
Assign 1 deadline: ...
Assign 2 deadline: ...
Final Exam: ...

>> GRADING

Attendance / Participation : 10%
Assignment 1 : 25%
Assignment 2 : 25%
Mid Term : 20%
Final Exam : 20%

Grades are intended to give you a sense of the quality of a particular piece of work. Specifically:

An A paper will do all of the following:

- Carefully and thoroughly analyze the existing literature.
- Carefully and thoroughly evaluate the various viewpoints.
- Reaches judicious conclusions, which are fully substantiated.

A B paper will do a couple of the following:

- Reasonably analyzes the existing literature.
- Offers evaluation of the evident viewpoints.
- Reaches a number of conclusions, which are substantiated.

A C paper will do many of the following:

- Fail to present the existing literature.
- Misinterprets readings, evidence and arguments.
- Offers a superficial evaluation of the evident viewpoints.
  - Reaches a number of fallacious conclusions.

>> ATTENDANCE IN CLASS

Students are expected to attend all class meetings, on time, and to have prepared assigned tasks for that day. Unexcused absences will directly affect grade. The class meets twice a week, so missing classes would result in gaps in the learning process.
CYA regards attendance in class and on-site as essential. Absences are recorded and have consequences. Illness or other such compelling reasons, which result in absences, should be reported immediately in the Student Affairs Office.

>> USE OF DIGITAL DEVICES

In-class or on-site use of laptops and other devices is permitted if that facilitates course-related activities such as note taking, looking up references, etc. Laptop or other devise privileges will be suspended if there are not used for class-related work.

>> OTHER POLICY ISSUES

Accommodations for Students with Disabilities: If you are a registered (with your home institution) student with a disability and you are entitled to learning accommodation, please inform the Director of Academic Affairs and make sure that your school forwards the necessary documentation.

>> INSTRUCTOR’S BIO