

## COMM 360/BUS 360 | COMMUNICATING ACROSS CULTURES: THE INTERNATIONAL BUSINESS CONNECTION

### FALL 2024

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#### Course Description

This course is about human communication in an increasingly integrated global economy. As entrepreneurship continues to boost its international character, people become travelers 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.

#### Learning Goals

Approaching the field is a multi-disciplinary task. Therefore, this course borrows elements from 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, work-place social communication, culture in virtual teaming, etc.

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

- Understand the dimensions of culture and key theories of intercultural communication.
- Analyze aspects of cultural differences in communication through real-life experience and case studies.
- Critically discuss major factors that influence cross-cultural communication.
- Understand the role culture and cultural difference play in business, professional, and organizational environments.
- 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.
- Acquire the ability to efficiently and professionally communicate in an intercultural environment.
- Be able to apply various verbal and non-verbal communication methods in professional activities and resolve conflicts/problems in an intercultural environment

#### Course Requirements and Assessment

##### **CYA Attendance Policy**

CYA regards attendance in class and on-site (in Athens or during field study trips) as essential, so attendance at all scheduled meetings is required. All absences are recorded and have consequences that may affect your grade.

**Midterm examination:** A take-home examination with a “twist”: you will complete, at home, one of the end-of-chapter activities from FOUR of the chapters that we have covered so far during the term. The choice of activities and chapters is up to you, but it must be six activities from six different chapters. Each activity is to be completed thoroughly as per the guidelines set forth in the textbook. **Due date: Wednesday, Oct. 23.**

**Final examination:** A take-home examination with a “twist”: you will complete, at home, one of the end-of-chapter activities from FOUR of the chapters that we have covered so far during the term. The choice of activities and chapters is up to you, but it must be six activities from six different chapters. You may not submit activities for chapters for which you submitted responses for the midterm examination. Each activity is to be completed thoroughly as per the guidelines set forth in the textbook. **Due date: Monday, Dec. 16.**

##### **1st Assignment [Teams of 2]:**

Consider the different management styles in different cultural contexts. Select one, identify cultural characteristics and particularities in communication. Use the appropriate theoretical framework to support your analysis.

Step 1: Form a two-member team and choose a culture-specific type of management style.

Step 2: Gather and synthesize information from credible sources (academic or high-profile independent research institutes and organizations)

Step 3: Provide a fully referenced analysis on the topic (min 1,000 words) Step 4: Prepare a 6-minute presentation to class.

**Deadline for delivery of paper: Monday, November 11 Date of class presentation: Monday, November 11**

**2nd Assignment:**

Critically analyze 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 5-minute presentation to class.

**Date of class presentation: Wednesday, December 11 (feedback will be provided) Deadline for delivery of paper: Wednesday, December 18**

**Policy on Assignments and Make-up Work**

Details about assignments and exams will be given in advance. I will accept no late assignments or make-up exams unless discussed with me in advance. If you are unable to come to class, please let me know beforehand.

**CYA Policies and Regulations****Academic Accommodations**

Students are required to submit an official letter from the office at their school that handles academic accommodations (generally the Office of Disability Services), or to have that office send a letter. Students who have submitted such a letter to CYA should also talk to their professors individually to discuss how these accommodations will work in each specific course.

**Site Visits and Accessibility**

There are no site visits formally scheduled but students may have the opportunity to conduct individual field work as part of one or more of their assignments.

**ePolicy on Original Work**

Plagiarism is literary theft. As such, it is a serious offense which will not be tolerated either at your home institution or at CYA. Plagiarism on an examination or in a paper will result in an F for the course. You must cite the author of any and all ideas that you use that is neither common knowledge nor your own idea. If you are in doubt, it is safest to cite the source. Your work should be original and reflect your own ideas and thoughts. If you are unsure about what counts as original work, please consult your professor and check the Student Handbook.

**Use of Laptops**

In-class or onsite use of laptops and other devices is permitted if this facilitates course-related activities such as note-taking, looking up references, etc. Laptop or other device privileges will be suspended if devices are not used for class-related work and/or cause disruptions during class time.

**Upgrade to 400-level course**

Courses can be upgraded to a 400-level. This constitutes usually 25% additional work on the part of the student. The option to upgrade opens the second week of classes. If you are interested in this option, please talk to your professor.

## Fall 2024 Tentative Schedule

*NOTE: Readings to be posted on Moodle*

Day #	Date/Day	Topic / Readings / Assignments Due / Place (if applicable)
<b>Sep 5-7 Field Study   Delphi and Ancient Olympia</b>		
1	Sep 9	Unit 1: Browaeys & Price, Chapters 1-2: Introduction to intercultural organizational communication Determinants of culture in business Dimensions of culture: Hofstede, GLOBE project
2	Sep 11	Unit 1 continued
3	Sep 16	Unit 1 continued
<b>Sep 18-21 Field Study   Crete</b>		
4	Sep 23	Unit 2: Browaeys & Price, Chapters 3-4: Business cultures around the world
5	Sep 25	Unit 2 continued
6	Sep 30	Unit 3: Browaeys & Price, Chapters 5-6: Cultural Dimensions and dilemmas Culture and styles of management
7	Oct 2	Unit 3 continued
8	Oct 7	UNIT 4: Browaeys & Price, Chapters 7-8: Culture and corporate structures Culture and leadership
9	Oct 9	Unit 4 continued
10	Oct 14	Unit 5: Browaeys & Price, Chapters 9-10: Culture and corporate strategy Cultural change in organizations International marketing management
11	Oct 16	Unit 5 continued
12	Oct 21	UNIT 6: Browaeys & Price, Chapter 11: International marketing management Midterm examination review
13	<b>Oct 23</b>	<b>Midterm Examination</b>
<b>Oct 25-Nov 3 Fall Break</b>		
14	Nov 4	Unit 7: Browaeys & Price, Chapters 12-13: Cultural diversity in organizations Business communication across cultures
15	Nov 6	Unit 7 continued
16	Nov 11	<b>Assignment #1 due, in-class presentations</b>
<b>Nov 12-15 Field Study   Peloponnese</b>		
17	Nov 18	Unit 8: Browaeys & Price, Chapters 14-15: Barriers to intercultural communication Negotiating intercultural
18	Nov 20	Unit 8 continued
19	Nov 25	Unit 9: Browaeys & Price, Chapters 16-17: Working with international teams Conflicts and cultural differences
20	Nov 27	Unit 9 continued
21	Dec 2	Unit 10: Browaeys & Price, Chapter 18; Mead & Andrews, Chapter 6 Developing intercultural communicative competence Cultural intelligence & corporate strategies in a multicultural environment
22	Dec 4	Unit 10 continued
23	Dec 9	Unit 11: Mead & Andrews, Chapter 6; other reading(s) TBA Corporate social responsibility: philanthropy, marketing or something else? Business communication in an online/digital/remote environment
24	Dec 11	<b>In-class presentations for assignment #2</b>
<b>FEW</b>	<b>Dec 16</b>	<b>Final examination due</b>
<b>FEW</b>	<b>Dec 18</b>	<b>Assignment #2 due</b>

## **Course Bibliography (Required and Supplementary Readings)**

### **CORE READINGS:**

- Browaeys, M-J, Price, R. (2011). Understanding Cross-Cultural Management. Harlow: Pearson Education.
- Liu, Shuang, et al. (2023). Introducing Intercultural Communication. Available from: VitalSource Bookshelf, (4th Edition). SAGE Publications, Ltd. (UK).
- Mead, R & Andrews, T. (2009). International Management: Culture and Beyond. London: Wiley.

### **SUGGESTED READINGS (BEYOND COURSE REQUIREMENTS):**

- DeVito, J. (2013). The Interpersonal Communication Book. 13th ed. Boston: Pearson.
- Hofstede, G, Hofstede, J. & Minkov, M. (2010). Cultures and Organizations: Software of the Mind. 3rd Edition. New York: McGraw-Hill.
- Trompenaars, F. & Hamden-Turner, C. (1998). Riding the Waves of Culture: Understanding Diversity in Global Business. New York: McGraw-Hill.

### **OTHER COURSE MATERIAL / SOURCES:**

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