
COMM /BUS 360 – Communicating Across Cultures: The International Business Connection Fall 2026

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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. Managers and executives increasingly seek to make things work in diverse cultural contexts, having to deal with local rules and particularities, habits and processes.

Learning Objectives

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, workplace 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 Assessments

Students are expected to develop cross-cultural communication skills that are increasingly in demand across a variety of professions and fields.

Students will be expected to read various course materials in the course texts or that will be posted on Moodle. They will be evaluated based on four assessments throughout the course of the semester, and on their attendance and active participation in class discussions and the Moodle discussion forum.

Exam: You will answer prompts related to case studies that pertain to the material we've covered in the first half of the course. In-class exam. **Date: Wednesday, October 21.**

1st Assignment:

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, corporate websites from that country, etc.).

Step 3: Provide a fully referenced analysis on the topic (appx. 1,000 words). Make specific references to topics discussed in class.

Step 4: Prepare a 5-minute presentation to class. Be prepared to answer questions.

Deadline for delivery of paper: Wednesday, November 18 Date of class presentation: Wednesday, November 18

2nd Assignment [Teams of 2]:

You are an employee for a hypothetical company that is expanding overseas to new markets. You will complete a report in which you design training materials for a group of coworkers who will (hypothetically) transfer to the new overseas subsidiary and work alongside staff who will be hired locally.

In this training guide, you will:

- 1: Create a U.S.-based hypothetical company (come up with a name and the type of product or service it specializes in).
- 2: Describe the existing organizational culture of this company (based on the industry it is active in, its up-until-now operations domestically in the U.S., etc.).
- 3: Select a market you are expanding to (a country overseas, outside of the U.S. or Canada and different from the country for which you selected for your first assignment).
- 4: Research the culture-specific type of management style, approach to work, etc. prevalent in that country. You will do this by gathering and synthesizing information from credible sources (academic or high-profile independent research institutes and organizations, corporate websites from that country, etc.) and from our course materials/class discussions, which you must also refer to in your paper.
- 5: Create a guide that will be targeted to U.S.-based employees who will relocate to that country to work in the company's new overseas subsidiary. This guide will inform those employees as to 1) how to work in a multicultural organizational environment, and 2) what to expect about the work and managerial culture about the country they are relocating to. In doing this, you will apply and discuss what you learned about effective intercultural business communication in the course (apply all relevant topics, e.g. cultural dimensions, cultural dilemmas, management styles in different cultures, negotiating styles, etc.)
- 6: Deliver a fully referenced paper (appx. 1,500 words) and prepare a 5-minute in-class presentation. Be prepared to answer questions.

Date of class presentations: Monday, December 7 and Wednesday, December 9 Deadline for delivery of paper: Wednesday, December 9

Attendance and participation: CYA regards attendance in class and on-site (in Athens or during field study trips) as essential. Absences are recorded and have consequences. Illness or other such compelling reasons which result in absences should be reported immediately to the Student Affairs Office. Students are encouraged to participate in class discussions and activities. Students are also strongly encouraged to participate in the course discussion forum on Moodle and will be required to contribute one reflection essay or podcast during the semester, addressing a topic of their choice related to cross-cultural communication experiences they've experienced while in Greece/at CYA.

Evaluation and Grading

Your grade for this course will be based on the following distribution:

Percentages

Assignment 1:	25%
Assignment 2:	40%
Exam:	25%
Attendance and participation:	10%

Course policy on academic dishonesty, plagiarism and use of AI

The use of artificial intelligence (AI), particularly generative/learned language model AI tools including, but not limited to, ChatGPT and Grok, as well as AI tools that claim to "naturalize" AI-written text, for any part of your assignments for this course, is expressly prohibited. This includes using AI to create an "outline" or "draft" of your written assignment. All assignments are scanned for probable AI use. Assignments suspected of having been generated, in whole or in part, by AI may be rejected, assigned a failing or incomplete grade, may be subject to resubmission, or may be replaced by an oral examination.

Plagiarism, defined as presenting the words, ideas, or work of another person as one's own without proper acknowledgment or citation, or copying another student's (current or former) work in whole or in part, is considered a serious breach of academic integrity or fraud, regardless of intent (intentional or unintentional) and is prohibited. All suspected cases will be investigated. Assignments suspected of having been plagiarized, in whole or in part, may be rejected, assigned a failing or incomplete grade, may be subject to resubmission, or may be replaced by an oral examination.

Bottom line: Plagiarism and use of generative AI are not permitted on any assignment. Suspected cases will be investigated.

CYA Regulations and Accommodations

Unless otherwise specified, all submitted work must be your own original work. Any ideas taken from the work of

others must be clearly identified as quotations, paraphrases, summaries, figures etc., and accurate internal citations and/or captions (for visuals) as well as an accompanying bibliography must be provided.

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.

Academic Accommodations

Students are required to submit an official letter from the office at their school that handles academic accommodations (usually the Office of Disability Services) or to have that office send a letter.

Students submitting 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 will have the opportunity to conduct individual field work as part of their story assignments and/or other class 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 are 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.

Class Schedule

NOTE: Readings to be posted on Moodle

Day #	Date/Day	Topic / Readings / Assignments Due / Place (if applicable)
1	Mon., Sep. 7	Unit 1: Browaey's & Price, Chapters 1-2: Introduction to intercultural organizational communication Determinants of culture in business Dimensions of culture: Hofstede, GLOBE project
2	Wed., Sep. 9	Unit 1 continued
3	Mon., Sep. 14	Unit 1 continued
4	Wed., Sep. 16	Unit 2: Browaey's & Price, Chapters 3-4: Business cultures around the world
5	Mon., Sep. 21	Unit 2 continued
6	Wed., Sep. 23	Unit 3: Browaey's & Price, Chapters 5-6: Cultural dimensions and dilemmas Culture and styles of management
7	Mon., Sep. 28	Unit 3 continued
8	Wed., Sep. 30	Unit 4: Browaey's & Price, Chapters 7-8: Culture and corporate structures Culture and leadership
9	Mon., Oct. 5	Unit 4 continued
	Wed., Oct. 7	No class meeting
10	Mon., Oct. 12	Unit 5: Browaey's & Price, Chapters 9-10: Culture and corporate strategy Cultural change in organizations International marketing management
11	Wed., Oct. 14	Unit 5 continued

12	Mon., Oct. 19	Unit 6: Browaeyes & Price, Chapter 11: International marketing management
13	Wed., Oct. 21	Midterm exam (in class)
	Oct. 23-Nov. 1	Spring Break (no class meetings)
14	Mon., Nov. 2	Unit 7: Browaeyes & Price, Chapters 12-13: Cultural diversity in organizations Business communication across cultures
15	Wed., Nov. 4	Unit 7 continued
16	Mon., Nov. 9	Unit 8: Browaeyes & Price, Chapters 14-15: Barriers to intercultural communication Negotiating intercultural
	Wed., Nov. 11	Field Study Peloponnese (no class meeting)
17	Mon., Nov. 16	Unit 8 continued
18	Wed., Nov. 18	Assignment #1 due Unit 9: Browaeyes & Price, Chapters 16-17: Working with international teams Conflicts and cultural differences
19	Mon., Nov. 23	Unit 9 continued
20	Wed., Nov. 25	Unit 10: Browaeyes & Price, Chapter 18; Mead & Andrews, Chapter 6 Developing intercultural communicative competence Cultural intelligence & corporate strategies in a multicultural environment
	Thanksgiving holiday break	
21	Mon., Nov. 30	Unit 10 continued
22	Wed., Dec. 2	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
23	Mon., Dec. 7	In-class presentations for assignment #2
24	Wed., Dec. 9	In-class presentations for assignment #2
FW	Thu., Dec. 16	Assignment #2 due

Course Bibliography (Required and Supplementary Readings) CORE READINGS:

- Browaeyes, 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. & Hambden-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.