Cross-cultural Management
(2016-17)

COURSE DESCRIPTION:

Course Title: Cross-cultural Management
Hours: The course will be held 2 times per week, or 4 times per week depending on term, for a total of 50 hours approximately.
Credit Allotment: 5
Content area: Management
Term: Winter, Spring, Summer
Language: English
Instructor: TBD

Course description:
This course focuses on the notion of communication competence in multicultural settings for managing organizations effectively. It aims to explore what intercultural communication and pragmatics are, and more importantly, the extreme value that good intercultural communicators add to organizations for cross-culture relations both internally and externally. The course encourages contemplation of the nature of the communicative process across organizations, among management and representatives of different cultures, speaking different first languages. It delves into the topics of intercultural pragmatics, linguistic and non-linguistic parameters in intercultural communication, cross-cultural communication, its conflicts and communication breakdowns as well as the notion of multilingual and multicultural identity construct. ‘Conversations involving culturally different speakers are more likely to go wrong than those involving people who share the same cultural background Gumperz & Cook-Gumperz’ (1982: 14).
Course objectives:

LEARNING OUTCOMES:
At the end of the course the students will be familiar with the main sub-areas making up the field of intercultural pragmatics and cross-culture communication that are essential to successful management in international organizations; they will be able to apply the learned theories and to critically analyze and compare discourse between English and Spanish and other languages, as well.

- To become aware of the complex nature of language and its relation with other disciplines and fields of knowledge, as well as of the ways in which social, cultural and business contexts influence the nature of language and meaning
- To become aware of and be sensitive towards the linguistic, literary, cultural and social variety with bilingual/bi-cultural Barcelona within Spain and Europe as the model of study
- To acquire a wide range of cultural and socio-political references with the aim of developing a critical attitude towards one's cultural and organizational environment
- To develop the ability to appreciate and to evaluate, in a critical way, one's own culture and the culture and customs of countries different from one's own.
- To be aware of diversity and intercultural exchange and its reflection in language in any variety of business environment
- To understand that linguistic concepts are not exact and inflexible and that these concepts are essential to successful management.

CLASS ATTENDANCE:

Class attendance is mandatory. More than two class absences will affect the final grade. If a student misses a class, he or she is responsible for obtaining the necessary information to be prepared for the next class. Active participation in class involves coming prepared, answering the teacher's questions as well as asking questions and participating in the group activities and field studies.

EVALUATION:

Evaluation of this subject will be carried out in the following tasks and activities:

- Mid-term test 25%
- Final test 30%
- Final project 20%
- Oral presentations/Reflection Papers/Written work 15%
- Participation/Progress/Attendance 10%
**Course content:**

Unit 1: An introduction to intercultural pragmatics and cross-culture communication competence for international management purposes.

Unit 2: Cross-cultural communication and definition of culturally embedded concepts. Cultural differences and its implications for business management.

Unit 3: Organizational architectures and the Global marketplace. The meaning of "competition". Behavior of foreign and multinational firms. Culture as endogenous and exogenous factor for organizational culture.

Unit 4: Cross-cultural competence in international business. Building managers’ profiles. Culture-general and culture specific knowledge.

Unit 5: Workplace diversity management. Different language policies in transnational and multicultural corporations.

Unit 6: Understanding the implications of culture including attitudes, beliefs, religions, technologies, and levels of education on international business.

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<th>Week</th>
<th>Course content</th>
<th>Tasks &amp; Practice</th>
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| WEEK 1   | ▪ Introduction to pragmatics and intercultural pragmatics in dynamic international business settings.  
▪ The notion of intercultural communication competence and the role of pragmatics.  
▪ Cross-cultural competence in international business. Definitions and characteristics.  
▪ Introduction to cross-culture interaction patterns. | *In-class group activities: Speech act analysis through Hot Seat game and Secret Emotion* |
▪ Cultural differences and its implications for business and negotiation.  
▪ Source of conflicts in cross-culture communication.  
▪ Avoidance and repairs of communication breakdowns.  
▪ Defining culturally embedded concepts. The notion of semantic primes and cultural scripts. Cultural-priming research paradigm. | ▪ Cross-cultural and same language-different-culture comparisons.  
▪ Practical examples and analysis of language ambiguity.  
▪ Comparison of some speech acts in Spanish vs. American culture  
▪ Cultural difference in conversational openings and its impact.  
▪ *Readings: cultural scripts*  
  *In-class activity: Discussion panel: "Expressing cultural-embedded referents. Validity of cultural scripts."* |
| WEEK 5 & 6 | ▪ Cross-cultural competence in international business.  
▪ Factors building CC. Personal attributes, knowledge, and skills.  
▪ Culture-general and culture specific knowledge. What’s essential for business management?  
▪ Organizational architecture: Decision rights, controls and | ▪ Building different managers’ profiles.  
▪ Innate vs. acquired CC skills for management.  
▪ Examples of cross-cultural negotiation styles and practices. Example of interruption and opinion statements. |
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| **WEEK 7&8** | Workplace diversity management. Different language policies in transnational and multicultural corporations. TMT's and MNC's: Domestic and international management. Diversification strategies.  
○ Case study analysis: different internationalization strategies and its impact  
○ Readings: (Costa et al, 2014)  
○ Discussion:  
Week 7: "International Business and the issue of language policies in transnational corporations" |
| **WEEK 9 &10** | Understanding the implications of culture including attitudes, beliefs, religions, technologies, and levels of education on international business.  
✓ Revision and final test |


