LS142: CROSS-CULTURAL COMMUNICATION
Tue-Thu, 3 – 4:30pm, Sem 1, 2012-13

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SYLLABUS - TERMS OF REFERENCE

1. COURSE DESCRIPTION

This is an integrative elective course for graduating management majors and a required subject for those minoring in International Business.

It focuses on how cultural differences—at the regional, national, corporate and functional levels— influence business work-styles and protocol, particularly communication, and how cross-cultural literacy becomes a key factor in a diverse and globalised workplace. Theories and concepts on country and corporate cultures are complemented by real-life cases, anecdotal evidence and primary student research.

Grounded on the contemporary themes of globalization, liberalization, and technology, the course seeks to provide insights towards broadening connectivity and achieving convergence in diversity.

2. COURSE OBJECTIVES

✓ To identify concepts, theories, models and issues which form the dynamics of business relations across cultures and national boundaries.
✓ To gain insights into the values, work-styles and business protocol of various cultures, countries and corporations, in the context of a global office.
✓ To develop practical communication skills in the workplace through a simulated multicultural corporate environment.

3. CONSULTATION
By appointment. Text queries welcome anytime, but no voice calls please

4. METHODOLOGY

Interactive lectures, reaction papers, syndicate research and presentations, video showings, long tests, pop quizzes and exercises, case studies

• Reaction papers: 1-page, single space, 10 pt Arial, outline format/bullet points preferred. Assigned topic usually related to previous meeting’s theme. Submit via Turnitin

5. COURSE REQUIREMENTS

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<th>Points</th>
<th>Description</th>
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<tr>
<td>60</td>
<td>Reaction papers</td>
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<td>120</td>
<td>3 Team research/ presentations</td>
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<td>60</td>
<td>2 Long exams</td>
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<td>10</td>
<td>Class performance</td>
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<td>250</td>
<td>TOTAL</td>
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6. **GRADING SYSTEM**

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<tr>
<th>QPI</th>
<th>GRADE</th>
<th>MIN -- MAX</th>
<th>POINTS</th>
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<tr>
<td>230 -- 250</td>
<td>A</td>
<td>92 -- 100%</td>
<td>3.76 -- 4.00</td>
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<td>218 -- 229</td>
<td>B+</td>
<td>87 -- 91.9</td>
<td>3.31 -- 3.75</td>
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<tr>
<td>208 -- 217</td>
<td>B</td>
<td>83 -- 86.9</td>
<td>2.81 -- 3.30</td>
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<tr>
<td>198 -- 207</td>
<td>C+</td>
<td>79 -- 82.9</td>
<td>2.31 -- 2.80</td>
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<tr>
<td>190 -- 197</td>
<td>C</td>
<td>76 -- 78.9</td>
<td>1.81 -- 2.30</td>
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<td>175 -- 189</td>
<td>D</td>
<td>70 -- 75.9</td>
<td>1.00 -- 1.80</td>
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<td>Below 175</td>
<td>Below 70</td>
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<td>Below 1.00</td>
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<td>Over-cut:  &gt; 6 absences</td>
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7. **CLASS POLICIES**

a. Maximum 6 unexcused cuts to avoid a W.
b. Late submissions of reaction papers, latest by following class day, with point deduction. No e-mail submission, unless expressly permitted.
c. Peer evaluation for team work, will be basis for grade variations within team
d. Make-up exams only for long tests and for meritorious cases only
e. Cell phones in silent mode during class.
f. JGSOM dress code in force.
g. Academic Regulations, Magna Charta apply.

8. **REFERENCES**

➢ Lewis, *When Cultures Collide*, Brealey, London 2000

9. **SCHEDULE**

**Weeks 1 and 2** Class Profiling. Course Overview Terms of Reference. Symbols. Universal systems/ Context. Forces of change – globalization, etc. China and India  
*Chaney, Chapters 1 and 2*

*Hodgetts, Chapter 4*  
*Chaney, Chapters 3 and 4*

*Chaney, Chapters 5, 6 and 7*  
*Culture shock videos*

*Hodgetts, Chapter 5*  
*Chaney, Chapters 8 and 9*

**Week 7 COUNTRY STUDIES**

*Hodgetts, Chapter 7*  
*Chaney, Chapters 10 and 11*

**Week 9 – LONG EXAM**

*Hodgetts, Chapter 6*

**Week 11** CORPORATE PROFILES
Week 12 BUSINESS CASES

Chaney, Chapter 12

Week 15. LONG EXAM

VIDEOS – Adichie- Single Story; HSBC culture ads; Pattanaik--Myths; Jacques – China; Rosling – GNP Growth; Nye – Power Shifts ; El Fek – Arab Pop; Tharoor – India; Kurzweill --Technology; Culture Shock– Asia; Akyol – Islam; Welch – Corporate Culture; Lafferty – Business Ethics

10. PRESENTATION TOPICS AND GUIDES

20-min max duration, multi-media encouraged, must show team effort (each member presenting)
Deliberation of cultural issues 20 Synthesis, solutions, summary 5
Presentation skills/format 10
Total 35 pts
Last Minute Challenge: Bonus 5 pts

COUNTRY STUDIES
Brief history explaining roots of culture, Hofstede ratings, value systems, socio-legal-religious context, business protocol, social etiquette, negotiations. “What is unique about it?”

Thailand  Malaysia  Indonesia
South Korea  Vietnam  Brazil
Australia  Germany  Great Britain
Spain  Italy  China
India  Singapore  Japan
France  Saudi Arabia

CORPORATE PROFILES
(1 or 2 dominant firms in the industry)
Mission/vision, principles/values, governance/ heroes, reputation, communication styles, rituals, hierarchy. “How do things get done around here?”

Beverages  Print Media  Pharmaceuticals
Energy  Construction  Telecoms
InfoTech  Hotels  Mall Operations
Schools  Law firms  Military/Police
Banking  Apparel  Fast Food
Airlines  Advertising  Broadcast Media

CULTURE-CONTEXT BUSINESS CASES.
Define generic issue/conflict, corporate histories, magnitudes, pros and cons, resolution, “What’s the way forward?”

- Language: Call-centres
- Corporate culture: Mergers and take-overs
- Intellectual Property: East vs West
- WTO Issues: Pharmas and generics
- Non-verbal Communication: An Asian survey
- Greater China network
- Asian conglomerates – business styles
- HR: Business process outsourcing
- “The World is Flat” – Asian applications
- Social networks: East and West

Internet sites recommended:
✓ www.executiveplanet.com
✓ www.getcustoms.com
✓ www.worldbusinessculture.com