INTERNATIONAL BUSINESS: COMMUNICATION AND CULTURE

COURSE DESCRIPTION

The business world has experienced a lot of changes in the last decades. Thus, anyone who had for to move to another country to study or to work had to consider these changes in order to adapt to the new country and develop their professional, academic and personal activity, as efficiently as they could within the new cultural and linguistic contexts.

The transformations that have occurred in relation to new technologies, ways of working (online), globalization, development and cheaper transport, among others, have led to a greater mobility of expatriates and students living in other countries. This requires that these groups be trained in the intercultural field. This is a course that explores and brings students closer to communication and culture, especially in the context of international business.

The course will be divided into the following parts:

1) The development of concepts and general ideas regarding multinational enterprise, business internationalization, culture, communication, international negotiation, cultural differences, stereotypes, conflict resolution in other cultures and nonverbal communication, among others.

2) Analysis of the main cultural differences and styles of communication considering Latin America, Asia, Anglo-Saxon and Arab countries.

3) Study of the specific characteristics of the "international manager", analyzing what would be the adequate profile of the person who works in multicultural and international environments. Topics related to aspects such as online communication, management of virtual work teams, global skills, international negotiation and behavior and communication within the international company will be discussed.

OBJECTIVES

- To understand the basic concepts of culture, communication, resolution of cultural conflicts, intercultural management, corporate culture, international negotiation.
- To learn the basic cultural and communicative differences considering Latin, Anglo-Saxon, Asian and Arab countries.
- To learn the basic techniques of international negotiation.

- To understand and know the main characteristics of the "international manager" as well as the basic principles of global skills, international and virtual work teams.

The students will develop the following competences:

Competence 1.	To develop intercultural awareness.
Competence 2.	To know and use the basic concepts of culture, communication, corporate culture, intercultural management and international negotiation.
Competence 3.	To develop the capacity to research, analyze and synthesize information.
Competence 4.	To identify and analyze basic cultural and communicative differences considering Latin, Anglo-Saxon, Asian and Arab countries.
Competence 5.	To encourage and improve oral and written communication in the context of business Spanish.
Competence 6.	To develop the ability to apply the basic concepts they learned to practical cases providing solutions to simple problems related to communication and culture.

METHODOLOGY

The methodology of the course focuses on the development of the competences mentioned in the syllabus. Thus, different strategies will be used:

- Onsite lectures that will explain the different concepts, ideas and theories related to communication and culture. The student must be an active listener and try to understand the arguments and theories, taking structured notes of the most important contents (Competences 1, 2, 4).
- Communicative and cultural tests so that the students can reflect on their own culture and communicative style and learn about the cultural and communicative characteristics of other cultures (Competences 1, 4, 6).
- Implementation of small case studies on interculturality and intercultural communication (Competences 4, 6).
- Two types of papers/reports: A business report on the most important cultural and communicative aspects of a country chosen by the student. A comparison between the webpage of a multinational company in two countries (Competences 3, 4, 5).
- Oral presentation of the two written reports (Competences 3, 5).
- Reading articles provided by the Professor (Competences 2, 4).

PREPARATION

Students must read the texts indicated by the Professor so that they can discuss the different topics of the syllabus. They must prepare and complete the tasks before each class as indicated in the schedule so that they can be **active participants** in the class.

EVALUATION

The evaluation procedures that will be used will attempt to combine different elements in order to make sure that all the students can develop their skills. Ongoing student work will be the main criterion of the evaluation. Consequently, the overall assessment will be based on students' participation in the theoretical and practical sessions; exercises, projects and written tests; the preparation of oral presentations and participation in the activities of the course. The percentage of the grade that will be assigned to each of the evaluation criteria will be distributed as follows:

Presentation and reports	30% (15% each one)
Midterm exam	25%
Final exam	25%
Class participation	10%

Class participation. The aspects that will be considered for the grading of class participation are:

- High participation: the student is always prepared for classes, actively participates with comments or relevant questions that indicate that he has studied and prepared for class.

- Low participation: the student is not active in class, is absent or speaks with other students and is not prepared because he has not studied. He/she does not ask questions and he/she does not make relevant comments.

Written reports. The objective of this assignment is to draft a business report and a comparative report of webpages of a multinational company that the student chooses. A business report is the set of information transmitted in written, objective and orderly form for a person or group of people who belong to the same company. It is based on information previously collected by the author of the report to provide information and facilitate decision-making.

The final paper should be double-spaced in Times New Roman 12, have an extension of 3 to 7 pages. It will be a research paper on a country and its cultural characteristics. It must use MLA format conventions. The objective of this paper is that the students learn how to write a business report on a country. The following elements will be assessed:

- **Ideas and content:** Clearly expressed, keeping the interest of the reader. Apart from the topic itself the paper also includes interesting details.
- **Organization:** The writing is clearly structured, orderly and attractive. It includes all the necessary sections (cover, table of contents, development of the main sections, conclusion, bibliography, graphs and photos).
- **Style:** The expression is direct; the message is transmitted accurately and concisely. The necessary data are provided.
- **Specific language:** The student must express his/her knowledge using a specific language that he/she will have acquired through the readings and explanations given by the Professor.

Oral presentation: Each student must present orally the reports mentioned previously. following aspects will be assessed:

- **Content and development:** The student must prepare a well-structured presentation. It should introduce the main topic. The main information and ideas must be developed in a coherent and interrelated way. The paper should end with a logical conclusion based on the research that has been carried out.

- **Specific language:** The student must present his / her report using specific terminology, concepts and ideas he/she learned throughout the course.

- **Body language:** The student must show mastery of the subject matter and maintain the attention of the class. Thus, visual contact, intonation and body language are important. The student must demonstrate he/she has an effective way of maintaining the attention of the class. In order to help the student develop this skill it would be interesting that the class participates in its presentation through compression exercises or questions related to the topic.

- **Audiovisual aids:** It is very important that the students use audiovisual aids to deliver their oral presentation. Power Point, flashcards, videos, images, newspaper clippings, etc. are recommended. It is also very important that the students do not directly read the information to be displayed. They can use notes but never read their presentation word for word.

First exam (midterm): In the middle of the course. The exam will cover all the content taught up to that moment and it consists of essay questions.

Second exam (final): There will be a final exam at the end of the course. It will cover the content taught from the midterm exam to the end of the course. It consists of essay questions.
The objective of the exams is to assess the students' acquisition of the concepts they studied, ideas and theories presented in the course as well as their ability to understand, analyze and apply them to practical and real life situations.
For any attempt of copying or plagiarism in the exam, the student will fail the course (grade 0) and he/she will not have the right to any kind of remedial exams.

ATTENDANCE
Class attendance is MANDATORY. If the student is absent for more than the allowed limit (**two absences in the fall program**), the final grade will reflect a decrease of **10 points** for each non-attendance that has not been excused by a doctor's certificate or by your Program Director. It is the individual responsibility of the student to make up any missed content about the subject taught in class the day the student was absent.

CLASS SCHEDULE

TOPIC	ASSIGNMENTS
Overview of the course. Globalization. Globalization: characteristics	Exercise on universal, personal and cultural behavior.
Globalization. Globalization: characteristics	
International Business The internationalization of the company Reasons to internationalize Internationalization strategy	Read: *De la internacionalización a la multinacionalización de la empresa: Marcos teóricos para su análisis estratégico*. Por Xavier Mendoza y Luis Vives. Departamento de Política de Empresa de ESADE. Pg. 78-89. http://itemsweb.esade.es/research/oeme/informes/primer-informe/informe1-capitulo3.pdf 1. What is an international company? 2. How do you go from internationalization to multinationalisation? *3.* What is the multinationalisation of the company at a strategic and organizational level?
Difficulties of internationalization Culture Elements of culture	Read: *De la internacionalización a la Multinacionalización de la empresa: Marcos teóricos para su análisis estratégico*. Por Xavier Mendoza y Luis Vives. Departamento de Política de Empresa de ESADE. Pg. 90-101. http://itemsweb.esade.es/research/oeme/informes/primer-informe/informe1-capitulo3.pdf 1. What is a multinational company? 2. What strategies do companies follow to internationalize and / or multinationalize?
Theories of culture Cultural manifestations Cultural levels	
Theories of culture Cultural manifestations **Cultural levels**	

Culture exercise: what about culture? Behaviors Fundamentals of culture Geert Hofstede Stereotypes Exercise: Do you communicate well?	Read: *Dirección de empresas en distintas culturas.* Carlos Sánchez-Runde IESE. http://webprofesores.iese.edu/curriculums/docs/Dir%20en%20distintas%20culturas.pdf Pgs. 1-19. 1. What is culture? 2. Mention the most important cultural dimensions that explain cultural differences. 3. How does culture affect the company? Read: *Communication and culture: a collection of observations* by Gerry & Elizabeth Wilson. The University of Calgary, 2003. http://people.ucalgary.ca/~gwilson/cultcom.txt 1. What should we keep in mind when communicating in another culture? 2. Explain some examples of communicative differences in Japan, France and Germany.
Communication Styles and ways of communicating Types of listening Communication barriers	Read: *Tres pasos para mitigar los problemas de comunicación multicultural en la empresa* Nardon, L.; Steers, R.M.; Sánchez-Runde, Carlos J. http://www.ieseinsight.com/doc.aspx?id=1275&ar=20&idioma=1 1. 1. What should we pay attention to in order to avoid communicative misinterpretations in different cultures?
Types of communication Verbal and non-verbal communication	Read: *Los aspectos no verbales en la comunicación intercultural*. Ruth Vilá Baños. Pgs. 6-15. http://www.revistas.unam.mx/index.php/rxm/article/view/33896
Characteristics of non-verbal communication Other forms of non-verbal communication **Body language**	Read: *Competencias interculturales transversales: su diagnóstico en equipos de trabajo de baja cualificación* Assumpta Aneas. Univ. de Murcia
MIDTERM EXAM	
Cultural characteristics of Latin American countries	Read: *Cross-Cultural Communication Between Latin American and U.S. Managers.* Gary M. Wederspahn.
Cultural characteristics of Asian countries	Read*: Invisible difference: the deep culture of Japanese values.* Joseph Shaules
Cultural characteristics of Arab countries	Read: *Doing business in the Arab world. Reference for business, Encyclopedia of business,* 2nd ed. Advertisers Seek to Speak to Muslim Consumers. By LIZ GOOCH. Leer artículo, ver video en http://www.youtube.com/watch?feature=player_embedded&v=LwTHZi0eo2s

Corporate identity: culture at work	Read: *El arte de gestionar lo intangible*. IESE. Nº 117. Abril-Junio 2012.
Corporate identity: visual image and communication	Case study
Online communication	*Leading a Virtual Intercultural Team. Implications for Virtual Team Leaders*. Monika Chutnik, Katarzyna Grzesik Uniwersytet Ekonomiczny we Wrocławiu Negotiation Exercise: types of negotiators
Online work teams: cultural aspects	Case study
Development of intercultural competence	Case study
Image and corporate communication	Read: *Comunicación, cultura y clima. Efectos y paradojas* de Jorge Aguilera
Online communication	Read: *Comunicación, cultura y clima. Efectos y paradojas* de Jorge Aguilera
The international executive Expatriate profile Negotiation exercise	Read: *Políticas de expatriación y repatriación en multinacionales:* *visión de las empresas y de las personas.* Profesor Sandalio Gómez López-Egea. Pg. 25-39
Global skills. International negotiation Culture exercise "working abroad"	Read: *Políticas de expatriación y repatriación en multinacionales:* *visión de las empresas y de las personas*. Profesor Sandalio Gómez López-Egea. Pg. 39-53
Intercultural and communicative management in the company International work teams Management of online work teams	Read: *Factores culturales e internacionalización de la empresa*. Enrique Fanjul Martín Read: *Como demostrar un liderazgo efectivo en un ámbito intercultural*. Eric Hiep y Liesbeth Pruijs. http://www.revistasice.info/cachepdf/ICE_830_125-131__C73B01F8DFD88F9CF15961BAD79184AE.pdf
Emotional intelligence Submission of both reports	Exercises
Oral presentations GRADUATION	

FINAL EXAM

NOTE: This syllabus is subject to change. The final syllabus will be given to students on the first day of class.

BIBLIOGRAPHY

Web links:

http://www.globalnegotiator.com/

http://www.degerencia.com/tema/como_hacer_negocios_en

http://www.doingbusiness.org/

Information about countries. Find the country's embassy or consulate:

Wikipedia: país

CIA World factbook: país

Lonely Planet: país

About.com: país

Economist country briefings: país

BBC country briefings: país

World Health Organization: país

http://www.icex.es

http://www.iberglobal.com/

http://www.economia48.com/

http://www.icex.es/icex/cda/controller/pageICEX/0,6558,5518394_5518974_5536731_0_0_-1,00.html

http://www.profilesinternational.com/home.aspx

http://www.crit.uji.es/enlaces.php

Reference books. These books are at the library (UAH):

Claves Para la Comunicación Intercultural. Publicacions de la Universitat Jaume I, 2003.

Bowe, Heather J. & Martin, Kylie. *Communication across cultures: mutual understanding in a global world*. Cambridge University Press, 2007.

Schneider, Susan C. *Managing accross cultures*. Harlow, England: Prentice Hall, 2002.

WE WILL ONLY SPEAK IN SPANISH

In class we are going to speak only in Spanish. The use of English in the classroom would prevent the total immersion of the student in the process of learning Spanish. Moreover, it is important to emphasize that in order to understand and enjoy the class we will ask for an

additional effort of terminological adaptation with the sole aim of helping the student get used to the specific jargon of the professional field. For a better understanding of the class a medium-high level of Spanish is recommended.