# INTERCULTURAL COMMUNICATION COMPETENCE
## Indian Institute of Management, Ahmedabad;
## 2015 (Term VI)

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**"***We don't see things as they are, we see them as we are.***" Anais Nin**

## Course objectives:
To provide students with an understanding of:
1.      The major issues underlying intercultural communication
2.      The barriers to effective intercultural communication and strategies of overcoming these in business and interpersonal contexts
3.      The skills necessary for effective intercultural communication in business and interpersonal contexts
4.      Own communication behaviours and ways of improving these in a culturally competent manner in business and interpersonal contexts

## Required reading:

Linda Beamer & Iris Varner (2011).  *Intercultural Communication in the Global Workplace*. McGraw Hill Education: Singapore.

Additional required readings are provided in your course material.

## Recommended reading:

Hall, E.T. (1990). *The Silent Language*. New York: Anchor Books.

## Learning and Evaluation

Learning in this strategic and skill development course is mostly from participation, dialogue, observation, readings, videos, feedback from fellow students and faculty, and above all, a growing awareness of one's communication strengths and weaknesses. Therefore, regular attendance and individual effort are essential.

Evaluation will be based on:

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| Class participation | 20% |
| Group assignments | 30% |
| Individual report | 20% |
| Reflective notes | 30% |

## Session-wise content:

| Session No. | Topics | Readings/Case |
|---|---|---|
| 1<br>22 Dec | Culture: Introduction, definition, importance | • Beamer & Varner, Chapters 1 and 3<br>• Hall, E.T. (1991). The power of hidden differences. In M. J. Bennett (Ed.) *Basic Concepts of Intercultural Communication (53-68).* Yarmouth, ME: Intercultural Press |
| 2<br>22 Dec | Intercultural communication competence | • Morley, M. J. & Cerdin, J. (2010). Intercultural Competence in the International Business Arena. Journal of Managerial Psychology, 25. 8: 2010, 805-809.<br>• Spitzberg, B. H. (2009). A Model of Intercultural Communication Competence. Intercultural Communication: A Reader. Ed Samovar et al. Boston: Wordsworth. 375-387.<br>• Imahari, T. T., and Lanigan, M. L. (1989). International Journal of Intercultural Relations, 13: 269-286. Relational Model of Intercultural Communication Competence. |
| 3-4<br>23 Dec | Cultural dimensions | • Beamer & Varner, Chapters 4 and 7<br>• Hofstede's cultural dimensions (http://geert-hofstede.com/national-culture.html) |
| 5-6<br>28 Dec | Culture: Narratives, Storytelling, Myths, Art and Music | • Colby, B. N. (1966). Cultural Patterns in Narrative. Science, New Series, 151. 3712 pp. 793-798<br>• Griswold, W. Culture and Connection. Cultures and Societies in a Changing World. Los Angeles: Sage, 2013. 141-162 |
| 7<br>30 Dec | Culture and verbal communication | • Beamer & Varner, Chapter 2 and 5 |

| 8<br>30 Dec | Culture and non-verbal communication | • Beamer & Varner, Chapter 6<br>• Barna, L. Stumbling blocks in Interpersonal Intercultural Communication. Intercultural Communication: A Reader Samovar and Porter (Ed.) (241-245) |
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| 9-10<br>5 Jan | Developmental Model of Intercultural Sensitivity (DMIS) | • Bennett, M. J. (2004). Becoming interculturally competent. In Wurzel, J. (Ed.). (2004). Toward multiculturalism: A reader in multicultural education, 2nd ed., Newton, MA: Intercultural Resource Corporation. pp. 62-77. |
| 11-12<br>6 Jan | How global leaders communicate | • Cabrera, A., and Unruh, G. (2012). Global Mindset: Connecting Across Cultures. Being Global: How to Think, Act, and Lead in a Transformed World. 31-76.<br>• Renault-Nissan: The Challenge of Sustaining Strategic Change. |
| 13-14<br>12 Jan | Merger & Acquisitions and Global expansion | • Beamer and Varner Ch 12<br>• Marosini, P. (1998). Myths and Evidence Concerning the Role of National Cultural Differences in Merger and Acquisition Performance. *Managing Cultural Differences.* Oxford: Pergamon. 35-62.<br>• Ting-Toomey, S. & Oetzel, J. G. (2001). Managing Intercultural Conflict Effectively (133-167). California, Sage. |
| 15<br>13 Jan | Virtual communication: intercultural aspects | • Gross, C. U. (2002). Managing Communication Within Virtual Intercultural Teams. *Business Communication Quarterly,* 65.4, 22-38.<br>• Ross, D. (2001). Electronic Communications: Do Cultural Dimensions Matter? *American Business Review*, 75-81. |
| 16<br>13 Jan | ICC tools and training | • Matsumoto, D., Hwang, H. C. (2013). Assessing Cross-Cultural Competence: A Review of Available Tests. Journal of Cross-Cultural Psychology, 44(6), 849–873 |
| 17-8<br>19 Jan | Industry Perspective on ICC training | • Guest Lecture |
| 19-20<br>20 Jan | Project presentations | |