4

Jan 30 to

Feb

4th

Please read and briefly answer the reflecting questions.

Learning More about International Business Communication

Learning to communicate with people from different backgrounds shouldn't be a matter of learning rules. Test the generalizations in this chapter against your experience. Remember that people everywhere have their own personal characteristics. And when in doubt, ask.

You also can learn by seeking out people from other backgrounds and talking with them. Many campuses have centers for international students. Some communities have groups of international businesspeople who meet regularly to discuss their countries. By asking all these people what aspects of the U.S. culture seem strange to them, you'll learn much about what is "right" in their cultures.

Summary by Learning Objectives

LO 5-1 Explain why having cultural awareness and avoiding stereotypes is important.

We live and do business in a global society where national boundaries are less important than cross-border interests. No one can afford to build walls between potential partners, clients, and coworkers. Even small businesses now have global supply chains.

LO 5-2 Explain why global agility in business is important.

Global agility is not a process of sterilizing our own identity or mimicking that of others. Rather, it is a willingness to relax our customary procedures and allow for new ways of interacting in order to achieve our communicative purposes.

LO 5-3 Explain why diversity is important.

Research has found a correlation between diversity and business success; companies with high levels of minority racial and minority ethnic groups have the highest profits, the highest market shares, and the highest number of customers.

LO 5-4 Explain how our values and beliefs affect our responses to other people.

Although often unconscious, our values and beliefs affect our cross-cultural communications. Religious

beliefs, social values, even everyday practices, all affect communication.

LO 5-5 Discover how the global use of English affects business communication.

English as the common language for business communication does not belong to any specific nation. It is the lingua franca of many. Learning a little of the native language of those with whom you will communicate helps to ease the imbalance placed on non-native English speakers.

LO 5-6 Discover how to use nonverbal communication across cultures.

Nonverbal communication includes listening, body language, eye contact, facial expressions, gestures, personal space, touch, and perception of time. Our nonverbal communication conveys our attitude, emphasis, and emotion.

LO 5-7 Construct your written communication to meet the needs of global audiences.

Awareness of cultural preferences as you draft your written communication is also critical. Most cultures are more formal in their writing than the U.S. Also, the patterns of organization that work for American audiences may need to be modified in international correspondence.

=>Wk.4.ques.1, locker.p.146, What learning objective(s) are areas where you need improvement or more experience ?

Weekly Topic & Assignment

4 Please read 5.1 and 5.2

Jan 30 to

Feb 4th Exercises and Cases

5.1 Reviewing the Chapter

- Why is having cultural awareness and avoiding stereotypes important? (LO 5-1)
- What is global agility in business, and why is it important? (LO 5-2)
- Why is diversity important? (LO 5-3)
- How do our values and beliefs affect our responses to other people? (LO 5-4)
- What does the role of global English as a lingua franca mean to you? How will you adjust your use of English to
- neutralize the predominance of English in business communications? (LO 5-5)
- What are some nonverbal communication skills necessary for successful cross-cultural communications? (LO 5-6)
- How might you alter patterns of organization and styles that are typical of American written communications so that they meet the needs of global audiences? (LO 5-7)

5.2 Identifying Sources of Miscommunication

In each of the following situations, identify one or more ways that cultural differences may be leading to miscommunication.

- Peyton is a U.S. sales representative in South America.
 They make appointments and are careful to be on time.
 But the person they're calling on is frequently late. To save time, Peyton tries to get right to business. But their hosts want to talk about sightseeing and their family. Even worse, their appointments are interrupted constantly not only by business phone calls, but also by long conversations with other people and even the customers' children who come into the office. Peyton's first progress report is very negative. They haven't yet made a sale. Perhaps, they decide, South America just isn't the right place to sell their company's products.
- To help their company establish a presence in Asia, Morgan wants to hire a local interpreter who can advise them on business customs. Kana Tomari has superb qualifications on paper. But when Morgan tries to probe about Kana's experience, Kana just says, "I will do my best. I will try very hard." Kana never gives details about any of

- the previous positions they've held. Morgan begins to wonder if the résumé is inflated.
- 3. Finley wants to negotiate a joint venture with an Asian company. They ask Tung-Sen Lee if the local people have enough discretionary income to afford their product. Mr. Lee is silent for a time, and then says, "Your product is good. People in the West must like it." Finley smiles, pleased that Mr. Lee recognizes the quality of their product, and Finley gives Mr. Lee a contract to sign. Weeks later, Finley still hasn't heard anything. If Asians are going to be so nonresponsive, Finley wonders if they really should try to do business with them.
- 4. Skylar is very proud of her participatory management style. On assignment in India, she is careful not to give orders but to ask for suggestions. But people rarely suggest anything. Even a formal suggestion system doesn't work. And to make matters worse, Skylar doesn't sense the respect and camaraderie of the plant she managed in the U.S. Perhaps, Skylar decides gloomily, people in India just aren't ready for a woman boss.

Wk.4.ques.2, locker.p.147, section 5.1

- Peyton is in a very realistic scenario and ex-pat would encounter. In phase 2 were focused on real scenarios you may encounter year 1 employed.
- Question: do you have the patience to sit and listen to another tell their story?

Wk Weekly Topic & Assignment Wk.4.ques.3, locker.p.147-8, section 5.3 4 Please read for Wed class discussion Jan 30 Looking at Differences in Time and Directness in Communications to Arden works with United Technologies, a Chicago-based comof one of United Technologies' vendors for customer service Feb pany. They are talking on the phone to Abhinav, the manager outsourcing. 4th Arden: We really need to get all of the customer service representatives trained on our new process in the next two weeks. Can you get this done? Abhinav: That timeline is pretty aggressive. Do you think it's possible? I think it will require some creativity and hard work, but I think we can get Arden: it done with two or three days to spare. Abhinav: Arden: Now that our business is settled, how is everything else? Abhinav: All's well, although the heavy monsoons this year are causing a lot of delays getting around the city. Part 2 The Communication Process Two weeks later. . . Abhinav: We've pooled all of our resources, and I'm happy to say that 60% of the customer service representatives are now trained in the new process. The remaining 40% will complete the training in the next two weeks. Arden: Only 60%? I thought we agreed that they all would be trained by now! Abhinav: Yes. The monsoon is now over so the rest of the training should go quickly. Arden: This training is critical to our results. Please get it done as soon as Abhinav: I am certain that it will be done in the next two weeks.