|**BUSINESS**

# SCHOOL OF INTERNATIONAL BUSINESS AND MANAGEMENT

# Outline: IBS607 Fall 2019

***Integrated Global Communication / Consulting Across Cultures***

Cultural differences, if not understood, can be a significant barrier to the implementation and success of a business venture. Today’s international business manager must be able to lead and work effectively when interacting with people from other cultures or living in other cultural environments.

In this course you will examine diversity in cultural settings and/or people that you will encounter in your business career. You will develop, implement and analyze a variety of strategies and communication styles to address cross cultural variables.

This is a practical and interactive "how to" subject, providing graduate students with professional managerial tools to develop and implement strategies to understand, communicate and negotiate effectively within various cultural environments and to address the impact of cultural diversity on an organization’s integrative internal and external initiatives in the context of our globalizing world.

### Credit Status

IBS 607 is a one credit subject. It is required to graduate from the International Business Management graduate certificate program.

### Learning Outcomes

Upon successful completion of this subject the student will be able to:

1. Analyze the impact of cultural differences on business operations and practices
2. Develop, implement and analyze strategies to address differences related to cultural etiquette, business protocols, ethical standards and legal practices (e,g. importance of contracts)
3. Analyze issues risks and limitations and develop and implement effective cross-cultural communication and negotiation strategies to manage unanticipated variables and achieve mutually acceptable outcomes
4. Develop strategies to build personal relationships with potential international clients prior to formal business dealings
5. Analyze issues, risks and limitations related to communications and negotiations through interpreters
6. Analyze issues, risks and limitations associated with conducting business in a language in which you are not proficient
7. Assess the advantages of having a multilingual, culturally diverse workforce when developing international business opportunities.
8. Understand the importance of corporate ethics and social responsibility in support of integrative diversity and effective communication from a management perspective.
9. Develop proficiency in the analysis of intercultural business cases to understand cultural dynamics and develop and implement effective strategies in communication, management and negotiation.

**Essential Employability Skills**  
  
On completion of this course, participants will have demonstrated the ability to:

1. Respond to written, spoken, or visual messages in a manner that ensures effective communication.
2. Interact with others in groups or teams in ways that contribute to effective working relationships and the achievement of goals.
3. Manage the use of time and other resources to complete projects.
4. Take responsibility for one’s own actions, decisions, and consequences.

# Course Pre-requisite:

* The course pre-requisite follows the IBS program Admission Requirements.

**Admission Requirements**

**Program Eligibility:**

* A degree or three-year diploma from a recognized college/university, and/or mature student with three to five years documented related work experience including references. Consistent with Academic Policy, graduates of the three-year International Business Administration (INB) program are not eligible for this graduate certificate program.
* English proficiency at the college level.

**Applicant Selection:**

* In the event of oversubscription, applicants will be selected on the basis of a college orientation session during which a written questionnaire will be administered. Both content and communication skills will be assessed, and these, along with academic achievement, will form the basis for selection.

### Discrimination/Harassment

All students and employees have the right to study and work in an environment that is free from discrimination and/or harassment. Language or activities that defeat this objective violate the College Policy on Discrimination/Harassment and shall not be tolerated. Information and assistance are available from the Resolution, Equity and Diversity Centre at ext. 2078 or via email at resolution@senecac.on.ca.

**Accommodation for Students with Disabilities**

The College will provide reasonable accommodation to students with disabilities in order to promote academic success. If you require accommodation, contact the Counselling and Disabilities Services Office at ext. 22900 to initiate the process for documenting, assessing and implementing your individual accommodation needs.

**Attendance and Participation**

What you get out of this course is highly correlated to what you put into it. Your degree of preparation and class attendance will all affect how well you do as class discussions are a major part of the learning process.

**Language Proficiency**

The ability to communicate in writing is essential for success in all business subjects.  All written work must demonstrate the following characteristics for clarity and conciseness:

* writing is consistent with the rules of English grammar
* spelling and punctuation are correct
* appropriate vocabulary is used
* sentences are structured correctly
* main points are supported with specific, relevant examples and rationale
* work flows logically through supporting statements/ paragraphs
* layout is attractively displayed

**Additional Guidelines:**

1. You are expected to be familiar with and adhere to Seneca’s Academic Integrity Policy.
2. All submissions must meet instructor requirements related to neatness and quality of presentation, including accuracy of spelling and grammar.
3. You're expected to act in a thoroughly professional manner during classroom discussions, and on exercises, assignments, projects and presentations.

**Research**

*All supporting material used for your assignments must use MLA format.*All research material from Wikipedia, Scribd and Facebook will not be accepted.

**Academic Regulations**

**It is your responsibility as a student of Seneca College to be aware of and abide by the academic and behavioural policies outlined in the College Academic Policy and the Student Handbook.  Here are some key policies:**

**Academic Integrity**

1. **Policy Statement**Seneca upholds a learning community that values academic integrity, honesty, fairness, trust, respect, responsibility and courage. These values enhance Seneca’s commitment to students by delivering high-quality education and teaching excellence, while supporting a positive learning environment.  
     
   Seneca’s Academic Integrity Program is a holistic, integrated model, grounded in a teaching and learning approach, and requires the engagement and participation of various stakeholders, including the Seneca Student Federation, Student Life, Teaching & Learning Centre, Academic Integrity Sub-Committee, Academic College Council, Seneca International and Seneca Libraries. The objective of the Academic Integrity Program is to maintain a high standard of academic integrity across Seneca. The integrated nature of the program requires that policy and procedure, development and training for faculty, along with training sessions, and student life programming for students be aligned with the institutional philosophies and approaches to academic integrity.
2. **General**

2.1 Consistent with a traditional Indigenous approach, restorative justice should be adopted, where students communicate with their professors throughout the semester, either individually or with a support person, to discuss different perspectives and insights on academic expectations and concerns.

2.2 Students should inform faculty at the earliest opportunity of any circumstance that may affect their academic performance, so that alternate arrangements can be made.

2.3 Should there be a suspected violation of this policy (e.g., contract cheating, falsification, impersonation or plagiarism), the academic integrity sanctions will be applied according to the severity of the offence committed. Refer to Appendix B for the academic integrity sanctions.

2.4 Should a suspected violation of this policy be a result of, or in combination with, a suspected violation of Seneca’s Student Code of Conduct and/or another non-academic-related Seneca policy, the matter will be investigated and adjudicated through the process found in the Student Code of Conduct. Should the investigation find a breach of this policy, the sanctions outlined in Appendix B may be imposed accordingly. The Student Conduct Office will work with the respective academic dean to ensure the appropriate application of the relevant policies.

It is your responsibility to familiarize yourself with the proper procedure for maintaining academic integrity through the college’s Academic Policy, such as the Seneca Libraries website at <https://seneca.libguides.com/academicintegrity>. You may also seek assistance from Student Services in understanding the policy and procedures for Academic Honesty.

# Learning Modes

A variety of instructional modes will be used. These include, but are not limited to in-class lectures, independent study, case study analysis, class workshops, hybrid learning, team and independent assignments and projects.  Blackboard discussion board and assignments on-line are part of the independent study to prepare for classes. In-class student interactivity is central to *hands-on* skills development through the practical application of tools learned through instruction.

**IBS607 Balanced Learning Modes: In-class 50%, Hybrid 50%**

**Definitions:**

### In-class:

The course will be taught in a traditional classroom instructional mode. A variety of methods will be used to aid the student in acquiring the required knowledge to meet the outcome of this course.

### Online:

The course will be delivered via the internet. This involves the use of the online materials and/or a text, possible group discussions and consultation with your instructor via email. Students will be responsible for completing all online activities and participating in group discussion and working through textbook questions, as required.

### Hybrid:

Delivery is mixed, blending face-to-face instructions and facilitating out of classroom experiences and/or online instructions.

### Correspondence:

Correspondence is a self-paced method of learning, supported with email access to an instructor. As a student, you have up to twenty weeks to complete each course, giving you an additional six weeks over the classroom format. Courses typically start the first week of the month. Faculty are available to assist you by fax or email. You can discuss a plan of study with your faculty contact to ensure an appropriate assignment and test schedule. In some cases this may be included in your study guide. You schedule yourself into a Test Centre or appoint a proctor in order to write required tests.

### Prescribed Texts and Case Studies

### Textbooks

### This course approaches global business communication and consulting across cultures from an integrated, interactive ‘best practices’ perspective using selected reading materials from expert sources. Study and reference materials will be posted to Blackboard in PowerPoint slide format in advance of in-class review and discussion.

### Please note that you are not required to purchase a textbook for this subject as we will be using a range of interactive study and research materials.

### The following texts are recommended supplemental reading for IBS607.

### *Intercultural Business Communication with Organizational Behaviour, Fourth Custom Edition for Seneca College,* 2016, Customized by Professor Maurice W. Platero, School of International Business from Cheney, Lillian et al, Langton, Nancy, Pearson Learning Solutions. ISBN: 10: 1-269-44880-3, 13: 978-1-269-44880-2. Authorized PowerPoint learning materials; customized by Dr. Gabriel Huston 2017.

### *Communicating in Global Business Negotiations,* 2007, Rudd, Jill E. and Lawson, Diana R. Sage Publications, Inc. ISBN: 9781412916585

### *Managing Across Cultures, Concepts, Policies and Practices,* 2011, Branine, Mohamed, Sage Publications, Inc. ISBN: 9781849207294

### Case Studies

### The following case studies are available online through Harvard Business Publishing at [www.harvard.edu](http://www.harvard.edu)

### *Cultural Intelligence: Cultural Knowledge, Chapter 2,* Thomas, David C., Inkson, Kerr, Reference # BK0002-PDF-ENG, 23 pages

### *Negotiation in Translation,* Salacuse, Jeswald, Reference # N0410B-PDF-ENG, 3 pages

### *Negotiation in China: How Universal?* Zhigang, Tao, Wei, Shangin, Chan, Penelope, Reference # HKU956-PDF-ENG, 20 pages

**Resources**

**Seneca Libraries is your source for high quality online academic research databases especially grouped for Seneca’s international business students.**

Go to<http://library.senecacollege.ca/>> login using your Seneca ID and password > Subject Guide > Business > International Business > Countries > Business Data Bases

The following databases are particularly recommended for IBS students;

* A to Z World Business
* Business Source Premier
* MarketLine Advantage
* CultureGrams
* Europa World

### Research and Citation

***Guide to Research and Citation MLA Style, 8th Edition*** Seneca Libraries, Seneca College.

<https://seneca.libguides.com/mla>

It is very important for all students to prepare for workshops and review chapters prior to class. PowerPoint lectures and supplemental notes are posted on Blackboard under Course Information in advance of each class and must be reviewed before class for open interactive discussion.

### Modes of Evaluation

|  |  |
| --- | --- |
|  |  |
| In-class Quizzes: 1 @ 10%Team Charter – Individual MarkIn-class Individual Assignment | 10%10%10% |
| Midterm Online Case StudyGroup Assignment: 1@ 15% | 15%15% |
| Team Semester Project: Intercultural Negotiation Strategy and Contingency Plan: Team PresentationTeam WorkbookHybrid Learning Activities: Individual Contribution to Class | 15%15%10% |
| TOTAL | 100% |
|  |  |
| Evaluation Weighting: Individual 55% + Groupwork 45% = 100% | |

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### Missed Tests/Presentations:

Students who miss scheduled tests or presentations will receive a grade of zero.  If there are valid reasons for missing the test or presentation, the student MUST:    
a) contact the professor or student advisor prior to the start time of the test, and    
b) next class, present the professor with a signed, word-processed memo indicating why the test or presentation was missed.

At the professor's discretion, the value of the test may be added to a subsequent test or final exam, or a make-up test or new date for presentation may be granted.

**Late Assignments:**

Late assignments will result in a penalty of 10% per day.  Assignments will not be accepted after 5 consecutive days.  If there are valid reasons for the late assignment, the students must:

### a) Contact the professor no later than the date the assignment is due to indicate assignment will be late, and  b) Present the professor with a signed, word-processed memo indicating why the assignment was late.  If the reasons are deemed to be valid, there will be no penalty.

### Please Note: Attendance is an important component to successfully complete this subject.

* All written assignments/reports must be done on a computer, double spaced, in business report style, with headings and sub-headings, etc.
* It is your responsibility to keep a back-up copy.
* Students must attain a passing grade in both the written and oral components of the subject to pass the overall course.

**Grading Policy:**

*Effective September 1, 2013* all courses offered by the College are graded or designated as follows:

**1. Final Grades**

|  |  |  |
| --- | --- | --- |
|  |  | **Grade Point Value** |
| A+ | 90% to 100% | 4.0 |
| A | 80% to 89% | 4.0 |
| B+ | 75% to 79% | 3.5 |
| B | 70% to 74% | 3.0 |
| C+ | 65% to 69% | 2.5 |
| C | 60% to 64% | 2.0 |
| *D+* | *55% to 59* | 1.5 |
| *D* | *50% to 54%* | 1.0 |
| *F* | *0% to 49%  (Not a Pass)* | 0.0 |
| OR DNA | Registered but did not attend and did not officially withdraw | 0.0 |
| EXC | Excellent | - |
| SAT | Satisfactory | - |
| UNSAT | Unsatisfactory | - |

 (Note: For the IBS program the minimum grade required for promotion to 2nd semester and for graduation is a cumulative average of C grade, 2.0 GPA)

**APPROVED BY:    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

***Sarah Arliss, Chair, School of International Business and Management***

**WEEK-BY-WEEK TOPIC OUTLINE -** **IBS607 FALL 2019**

|  |  |  |  |
| --- | --- | --- | --- |
| **WEEK /**  **DATES** | **(C)CHAPTER / (S) SELECTED READING** | **LECTURE**  **2 HOURS** | **HYBRID LEARNING (H)**  **& DELIVERABLES**  **1 HOUR** |
| 1  September  3-6 | Branine  S1  Rudd  S 1, 2 | * Welcome! / Course Outline * Introduction to the Dynamics of Culture, Diversity & Inclusion in Business * Effective Managers as Catalysts in the Global Economy * The Art and Science of Empathy through Active Listening | * Rate your critical thinking, creativity, strategic thinking   and communication skills as an emerging International Business Manager (H) |
| 2  September  9-13 | Branine  S 2, 3  IBC  C 1, 2,  3 | * Organizations, Teams and Leadership * Comparative Cultural Attribution & Contribution to Organizational Development & Organizational Behaviour * Team Building & Collective Leadership | * Introduction of the IBS607 semester group project * Building Balanced Diversity Teams in IBS (H) * Mapping Managerial Communication Effectiveness through Consultation and Collaboration (H) |
| 3  September  16-20 | RUDD  S 3, 4  IBC  C 4, 5 | * The Nature of Intercultural Global Business Communication * Contrasting Cultural Values * Cultural Shock | * ***In-Class Quiz # 1 based on Weeks 1 & 2 learning***   ***(30 minutes, 10% of individual term mark)*** |
| 4  September  23-27 | RUDD  S 5    IBC CH 11, 12 | * Effective consulting through Win-Win Attitude * Negotiating through Understanding, Style-Flexing, Partnering and Multiple Strategies * The Negotiation Environment * 6 Steps in the Negotiation Process | RADPAC * Review of Individual Assignment #1 due Week 6 | * Developing Consulting Strategies for Win-Win Outcomes in Negotiation (H) |

|  |  |  |  |
| --- | --- | --- | --- |
| 5  September  30 –  October  4 | IBC  C 7, 8  Harvard  Case #1  *Negotiation In China* | * Language | Intercultural Listening * Verbal and Nonverbal Communication * The roles of Translators and Interpreters * Intercultural Conflict Prevention and Resolution | * Your chosen company, are they ‘export ready’?   Building the Company Case Workshop (H)     * ***GROUP DELIVERABLE – INDIVIDUALLY MARKED***   ***In-class hard copy submission of the Team Charter***  ***(10% of term mark)*** |
| 6  October  7-11 | Branine  S4  Rudd  S5  IBC  C 6 | * Adaptive communication * Linking effective intercultural business communication and organizational behaviour in consulting * Review of Social/Cultural Factors Analysis deliverable | * Developing a Manager’s Intercultural Consulting Worksheet and Checklist (H) |
| October 14 |  | **Thanksgiving**  **Holiday - College Closed** |  |
| 7  October 15-18 | Rudd  S6  IBC  C9, 10 | * Global Etiquette * Business and Social Customs * Intercultural Business Protocol | * ***In-class Individual Assignment***   ***based on a scenario***  ***(10% of term mark)*** |
| October  21-25 |  | **Study Week – No Classes**  **(College Open)** | * ***Online Midterm Case Study (Individual Assignment – 15% of term mark)*** |
| 8  October 28 -  November  1 | Rudd  S6  IBC  C 9, 10 | * Cultural Shock * Review of Assignment #2 due in class Week 10 | * Using Storyboards in Global Consulting and Negotiation (H) * Developing ‘Universal Motivators’ (H) |
| 9  November  4-8 | In-class  groupwork | * In-class groupwork | * ***GROUP ASSIGNMENT***   ***Discussion Board E-submission Due***  ***Social/Cultural Factors Analysis***  ***(15% of term mark – group mark)***  **This will be administered and completed in IBS 607 but is used in your IBS 630 DSTEP analysis.** |
| 10  November  11-15 | Branine  S 5  Rudd  S 8, 9 | * Emerging issues and challenges in managing across cultures * Organizational transparency in consulting | * Strategic alliances, adding value in diversity partnership unity (H) |
| 11  November  18-22 | - | * Emotional Intelligence and Strategy in Leadership – Goleman’s Five Basic Competencies | * Team Semester Project Development Roundtable and Workshop (H) |
| 12  November  25-29 | - | * **Team Semester Project Workbooks due** | * ***GROUP DELIVERABLE***   ***Team Semester Project Workbooks e-submission***  ***Due (15% group term mark)***   * Project Workbook Review, Feedback, Discussion (H) |
| 13  December 2-6 | - | * Moving forward > Semester 2   Cultural Knowledge = Cultural Intelligence  Course Review and Re-Cap | * Review, Feedback & Discussion |
| 14  December  9-13 | - | ***Exam Week***  ***IBS607 Group Presentations***  ***(15% of term mark))***  ***are presented within***  ***IBS630 Group Presentations.***  ***There is no IBS607 Final Exam.*** | ***Hybrid Learning Activities:***  ***Individual Contribution to Class***  ***10% of Term Mark – to be posted with Final Mark*** |

**PLEASE KEEP THIS DOCUMENT FOR FUTURE REFERENCE.**

**IT WILL BE REQUIRED IF YOU APPLY TO SENECA OR ANOTHER EDUCATIONAL INSTITUTION AND SEEK ADVANCED STANDING!**

***\* Schedule subject to change***

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