



Course Title: Cross-Cultural Communication – International Management

Course Description: Multinational Corporations continue to expand their operations globally. How do we communicate and collaborate with other cultures in a global age? As the world moves economically, technologically and culturally towards closer integration, what happens when people with different world views and communicative styles have to live and work together? An understanding of cross-cultural communication is critical for managing an international business. When businesses attempt to reach customers from another culture, a crucial aspect for the success of that venture lies in the understanding of cross-cultural differences. If the people in charge of these ventures, or their advertising agencies are not aware of the impact on cross-cultural relations, the misunderstandings, hurt feelings and communication errors that occur often will cause serious damage to those efforts. Students will experience in this course how speech, texts, images and behaviours are shaped by culture and interpreted through their own cultural lens. We will identify and negotiate the obstacles to effective communication across cultures. The course focuses on understanding of cross-cultural communication, mass-communication and advertising in an international context. Cultural values either influence the production and execution of advertising or are reflected in the content itself. We will analyse advertisements and marketing campaigns as forms of communication. Additionally the effect of cross-cultural differences on international human resource management will be analysed. “Cross-Cultural Human Resource Management” becomes a “must” for international companies. The course develops a cross-cultural understanding of cross-cultural human resource management and therefore knowing how to managing the harmonious working relationship between expatriates and local employees by analysing problems consist of the concept of cross-cultural human resource management. We will analyse how misunderstandings and conflicts are created and can be resolved.

The course will be taught in the form of lecture. The classroom culture will be case study-oriented. A wealth of examples and case studies is provided to enable the students to see the subject to business, mostly from a multinational corporation. The method of this course is to combine theory and real business life experience:

- Presentation of theoretical background with reference to existing literature



- Presentation of real-life examples and case studies leading to class discussions

The final grade will be based on a written exam (60 min.). Students will typically be required to analyse specific aspects of an issue or to apply their abilities to solve a problem or provide a recommendation.

Course Language: English

Level of Students: Freshmen & Sophomore

-> “Cross-Cultural Communication – International Management” is designed as an introductory course. The course is targeted at undergraduate students with no prerequisite requirements, from China and abroad.



3. Course Syllabus

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| 1. Name of the Instructor: Prof. Dr. Prof. h. c. Bernhard Schellberg |
| 2. Time of class arrangement (Time of the course) Type 7: Tuesday, Wednesday, Thursday, Friday (08:30-12:00), July 1 to 12. |
| 3. Course description including objectives Multinational Corporations continue to expand their operations globally. In this new world, good cross-cultural communication is a must. The aim is to help you understand the nature of international management. It is crucial to be equipped with a thorough knowledge of the cultural, business, and social customs. The course focuses on preparing students to design advertising (mass-communication) that communicate effectively to diverse cultures. Cross-cultural advertising and mass-communication take local culture into account when conveying messages. This course provides theoretical and practical training in areas of international and cross-cultural communication, especially in advertising. The potential of mass media as vehicle for global advertising will be analysed. Moreover the aim of the course is to get a clear picture of cross-cultural human resource management. Given different cultural contexts, this brings new communication challenges to the workplace. Even when employees located in different locations or offices speak the same language, there are some cultural differences that should be considered in an effort to optimize communications between the two parties. “Cross-Cultural Communication – International Management” is designed as an introductory course. The course is suitable for undergraduate students. 2-credit course (28 hours in total) |
| 4. Topics for each session I. Introduction (0.5 h) II. Cross-cultural understanding a. Objectives, definitions (0.5 h) b. Understanding (0.5 h) c. Methods – categorisation of communication (1 h) d. Methods – categorisation of cultures (2 h) III. Cross-cultural communication a. Spoken language (1 h) b. Paraverbal communication (1 h) c. Non-verbal communication (2 h) d. Written communication (1 h) e. Cross-cultural negotiation (1 h) f. Working with translators (1 h) IV. Marketing (Advertising) a. Global marketing strategies (1 h) b. International marketing research (1) c. Global marketing mix i. Product (1 h) |



- ii. Promotion
 - 1. Advertising (3 h)
(communication process and its elements; promotional mix, media mix)
 - 2. Mass communication/ Digital age (2 h)
- iii. Price (0.5 h)
- iv. Place (0.5 h)
- V. Human resource management and cross-cultural communication
 - a. International staffing policies (1.5 h)
 - b. Expatriation and repatriation (2 h)
 - c. Training and management development (2 h)
 - d. Performance assessment and compensation (2 h)

5. Teaching methods

- The course will be taught in the form of lecture. The method of this course is to combine theory and real business life experience: Presentation of theoretical background with reference to existing literature.
- The course will be additionally delivered using an informal highly interactive method: Presentation of real-life examples and case studies leading to class discussions.

6. Assessment

The final grade will be based on a written exam (60 min.). Students will typically be required to explore and compare specific aspects of an issue or to apply their technical abilities and understanding to, for example, solve a problem or provide a recommendation.

7. Recommended readings

My eBook (lecture notes; practice exercises) will be provided free of charge.

- Dominick, Joseph R.: The Dynamics of Mass Communication, 12th edition, McGraw Hill 2013
- Deresky, Helen (Ed.): International Management: Managing across borders and cultures, Boston 2017.
- Fortner, Robert S./Fackler, P. Mark: The Handbook of Media and Mass Communication Theory, New York 2014.
- Fuchs, Martina/Henn, Sebastian/Franz, Martin/Mudambi, Ram: Managing Culture and Interspace in Cross-border Investments: Building a Global Company, London 2017.
- McFadden, Joseph B.: Understanding Media and Culture: An Introduction to Mass Communication, University of Minnesota 2018.
- Quesenberry, Keith A.: Social Media Strategy. Marketing and Advertising in the Consumer Revolution, London 2016.
- Siegert, Gabriele/von Rimscha, M. Bjorn/Grubenmann, Stephanie (Eds.): Commercial Communication in the Digital Age, Berlin/Boston 2017.



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