

IBS607 - Consulting Across Cultures

School of International Business & Management, Fall - 2019

Subject Title

Consulting Across Cultures

Subject Description

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, students will examine diversity in cultural settings and/or people that will be encountered in a business career. Students 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. Students will learn how 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 as a way to understand cultural dynamics and develop and implement effective strategies in communication, management and negotiation.

Essential Employability Skills

Communicate clearly, concisely and correctly in the written, spoken and visual form that fulfils the purpose and meets the needs of the audience.

Respond to written, spoken, or visual messages in a manner that ensures effective communication.

Apply a systematic approach to solve problems.

Use a variety of thinking skills to anticipate and solve problems.

Locate, select, organize, and document information using appropriate technology and information systems.

Analyze, evaluate, and apply relevant information from a variety of sources.

Show respect for diverse opinions, values, belief systems, and contributions of others.

Interact with others in groups or teams in ways that contribute to effective working relationships and the achievement of goals.

Manage the use of time and other resources to complete projects.

Take responsibility for one's own actions, decisions, and consequences.

Academic Integrity

Seneca upholds a learning community that values academic integrity, honesty, fairness, trust, respect, responsibility and courage. These values enhance Seneca's commitment to deliver high-quality education and teaching excellence, while supporting a positive learning environment. Ensure that you are aware of Seneca's Academic Integrity Policy which can be found at: <http://www.senecacollege.ca/about/policies/academic-integrity-policy.html> Review section 2 of the policy for details regarding approaches to supporting integrity. Section 2.3 and Appendix B of the policy describe various sanctions that can be applied, if there is suspected academic misconduct (e.g., contract cheating, cheating, falsification, impersonation or plagiarism).

Please visit the Academic Integrity website <http://open2.senecac.on.ca/sites/academic-integrity/for-students> to understand and learn more about how to prepare and submit work so that it supports academic integrity, and to avoid academic misconduct.

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 Student Conduct Office at student.conduct@senecacollege.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 Accessibility Services Office at ext. 22900 to initiate the process for documenting, assessing and implementing your individual accommodation needs.

Prerequisite(s)

The course prerequisite follows the IBS program admission requirements.

Topic Outline

- The dynamics of culture and diversity in business
- Managerial communication effectiveness in the global economy
- Cultural diversity in business
- Geocentric approaches to intercultural understanding and cooperation
- Personality mapping as a way to understand people
- Global empathy in business.
- Effective Listening
- Applied cultural knowledge in business
- The impact of cultural differences on business operations and practices
- Building balanced diversity teams
- Market variables shaped by culture, environment, attitude, belief and business practices
- Cultural etiquette, business protocol, ethical standards and legal practices

- The negotiation process
- Contingency planning in negotiation
- Success strategies for win-win intercultural outcomes
- Participant centred intercultural management
- Intercultural business case analysis
- The role of the interpreter
- Intercultural conflict prevention and resolution
- Managing multicultural, multilingual workforces
- Integrative organizational internal and external initiatives
- Adding value through strategic alliances in diversity and good corporate stewardship

Mode of Instruction

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, workshop 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.

Prescribed Texts

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

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

Reference Material

Additional 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

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.

Required Supplies

N/A

Student Progression and Promotion Policy

<http://www.senecacollege.ca/about/policies/student-progression-and-promotion-policy.html>

Grading Policy <http://www.senecacollege.ca/about/policies/grading-policy.html>

A+	90% to 100%
A	80% to 89%
B+	75% to 79%
B	70% to 74%
C+	65% to 69%
C	60% to 64%
D+	55% to 59%
D	50% to 54%
F	0% to 49% (Not a Pass)
OR	
EXC	Excellent
SAT	Satisfactory
UNSAT	Unsatisfactory

For further information, see a copy of the Academic Policy, available online (<http://www.senecacollege.ca/about/policies/academics-and-student-services.html>) or at Seneca's Registrar's Offices. (<https://www.senecacollege.ca/registrar.html>).

Modes of Evaluation

Individual Assignment: 1 @ 10%

In-class Quizzes: 2 @ 10% each

Midterm in-class Exam

Group Assignment: 1@ 10%

Team Semester Project: Intercultural Negotiation Strategy and Contingency

Plan:

Team Presentation

Team Workbook

Learning Activities: Individual Contribution to Class

TOTAL

Evaluation Weighting: Individual 70% + Group work 30% = 100%

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 and Citation:

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

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

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

Missed Test, Presentations and Late Assignments

Students are required to complete all tests, in-class assignments, and presentations on the scheduled dates and times. Missed tests, in-class assignments, and presentations will result in a grade of zero unless a valid, unavoidable reason has occurred and the student has notified the professor. Supporting documentation may be required.

Late assignments may be subject to penalty and is at the discretion of the professor. If there are valid reasons for the late assignment, the students **must notify the professor, upon which alternative arrangements may be considered and/or arranged.**

Note: It is recommended that students use their Seneca email account to send a message to the professor. Using any other account may result in the message being deleted by the college's spam filter. Always keep a copy of the email message in case verification is required.

Effective Business Communication and English Competency

The ability to communicate effectively is essential for success in business. Therefore, students must:

- Demonstrate English competency in this subject in both oral and written work;
- Strive to be clear and concise;
- Ensure all written work is consistent with the rules of English grammar, especially in sentence structure, spelling, and punctuation; and
- Always spell check, edit, and proofread submitted work.

PLEASE KEEP THIS DOCUMENT FOR FUTURE REFERENCE. IT WILL BE REQUIRED IF YOU APPLY TO ANOTHER EDUCATIONAL INSTITUTION AND SEEK ADVANCED STANDING!

Approved by: Sarah Arliss
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Seneca College of Applied Arts and Technology