

BUCO 460: INTERNATIONAL BUSINESS COMMUNICATION

SPRING 2012, SECTION 15230R, MW 2:00-3:50 PM

Professor: Peter Cardon
Office: ACC 215J
Office Phone: (213) 740-0133
Office Hours: MW, 9:30 to 11:30 AM and by appointment
E-Mail: cardon@marshall.usc.edu

COURSE DESCRIPTION

The general purpose of the course is to prepare students for the complex communication and leadership tasks that they will encounter in the global work environment. Theory and applied perspectives will be provided about the role of culture in cross-cultural communications and interactions and the skills needed for effective cross-cultural leadership and teamwork. Students will develop skills that can be applied in any workplace setting.

The course is experientially-based and students will learn the interpersonal and organizational communication skills they need to be successful in international or global settings. Using a variety of teaching methodologies, including regional/country studies, visual aids, case studies, guest speakers, self-assessment and experiential activities, the course will focus on intercultural communication, managing culture shock, international business etiquette, negotiating in an international setting, and repatriation. The course will provide a theoretical and practical basis for conducting effective global communication.

COURSE OBJECTIVES

The major course goals are the following:

1. Develop an understanding of the dynamics of business communication in the culturally diverse world.
2. Develop an understanding of the major processes, theories, and concepts of intercultural communication.
3. Maximize mutual respect and appreciation for other cultures as credible and legitimate orientations.
4. Develop a mindset that is conducive to communicating effectively in the culturally diverse world of international business and other work.
5. Develop written, oral, and non-verbal strategies and techniques that facilitate effective communication in the global world of business.

COURSE MATERIALS

Gary Ferraro, *The Cultural Dimension of International Business* (6th ed.), Upper Saddle Hill, NJ: Pearson (2010). ISBN 10: 0-205-64528-3; ISBN 13: 978-0-205-64528-2.

Course Readings (*Posted to Blackboard*). You will generally have one to two brief articles to read prior to most classes.

GRADING AND EVALUATION METHODS

You will be graded based on the following assignments and activities:

Assignments/Activities	Points	Percentage of Final Grade
Participation	200	10
Short Assignments (4)	200	10
Current Events Memo	200	10
Ethnography Report	600	30
Individual Presentation	200	10
Team Project	200	10
Midterm Exam	200	10
Final Exam	200	10
Total	2,000	100

DISTRIBUTED GRADING SYSTEM/OVERALL CLASS TARGET GPA

The Marshall School has established an overall target GPA of 3.3 for this course. This means that your grades are distributed based on your performance compared to your peers.

For most assignments, roughly twenty percent of the class will receive grades in the A range, sixty percent of the class will receive grades in the B range, and twenty percent of the class will receive grades in the C range. Poor or incomplete work may result in D or F grades.

Similarly, your final grades will reflect a breakdown with approximately twenty percent of the class in the A range and most class members in the B or C ranges.

OVERVIEW OF ASSIGNMENTS (SEE BLACKBOARD FOR MOST CURRENT AND DETAILED INFORMATION)

Short Assignments. You will turn in two short writing assignments and make two short presentations during the semester. (4 short assignments at 50 points each: 200 total points)

Current Events Memo. You will write a 3 to 4 page memo explaining several recent news stories written by members of a culture of interest. You will conclude with implications for conducting business in that culture. (200 total points)

Ethnography Report. You will write a 7 to 10 page report explaining your first-hand research of another business culture. You will choose a narrow topic and conduct the research through interviews and observation. (600 total points)

Individual Presentation. You will make a presentation based on your ethnography report. (200 total points)

Team Project. You will participate in a team assignment to create a cross-cultural training module. (200 total points)

Midterm and Final Exams. You will have two tests that cover material from the textbook, course readings, and class discussion. (200 total points)

Participation. Your participation score is based on your attendance and your contributions to the class. The highest possible score for each class is 8 points. You may be docked one to two points for lackluster contributions and/or one to two points for arriving to class late.

ACADEMIC STANDARDS

This course is subject to the USC Marshall School of Business Academic Standards and the USC Academic Standards, as detailed in SCampus. Please refer to and become familiar with these standards, particularly those related to plagiarism. We will work with you to maintain an atmosphere conducive to personal integrity, intellectual honesty, and ethical behavior.

PROFESSORS' RETENTION OF GRADED WORK

Returned paperwork, unclaimed by a student, will be discarded one month after the end of the term.

STUDENTS WITH DISABILITIES

"Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me (or to TA) as early in the semester as possible. DSP is located in STU 301 and is open 8:30 am - 5:00pm, Monday through Friday. The phone number for DSP is (213)740-0776."

SCHEDULE (SUBJECT TO CHANGE: SEE BLACKBOARD FOR MOST CURRENT INFORMATION)

Date	Class Topics/Agenda	Reading Due (Before Class)	Assignments Due (Before Midnight)
Mon, Jan 9	Class Orientation		
Wed, Jan 11	Cultural Intelligence	<ol style="list-style-type: none"> 1. Chapter 1: Cultural Anthropology and International Business (pages 1-18) 2. P. Christopher Earley and Elaine Mosakowski, "Cultural Intelligence," <i>Harvard Business Review</i>, October 2004: 139-146. 3. Kerri Anne Crowne, "What Leads to Cultural Intelligence," <i>Business Horizons</i>, 51 (2008): 391-399. 	
Mon, Jan 16	No Class - MLK Day		
Wed, Jan 18	The Nature of Culture	<ol style="list-style-type: none"> 1. Chapter 2: Culture and International Business (pages 19-31) 2. "Developing your global know-how." <i>Harvard Business Review</i> 89.3 (2011): 70-75. 	Short Assignment #1
Mon, Jan 23	The Nature of Culture	<ol style="list-style-type: none"> 1. Chapter 2: Culture and International Business (pages 31-52) 2. Mansour Javidan, Mary Teagarden, and David Bowden, "Making It Overseas," <i>Harvard Business Review</i>, April 2010: 109-113. 	
Wed, Jan 25	Online Class	<ol style="list-style-type: none"> 1. Chapter 5: Contrasting Cultural Values (pages 106-120) 2. Raman, Anand P. "Why don't we try to be India's most respected company?" <i>Harvard Business Review</i> 89.11 (2011): 80+. 3. Oliver H. M. Yau, Jenny S. Y. Lee, Taymond P. M. Chow, Leo Y. M. Sin, and Alan C. B. Tse, "Relationship Marketing the Chinese Way," <i>Business Horizons</i> January-February 2000: 16-24. 	Short Assignment #2

Date	Class Topics/Agenda	Reading Due (Before Class)	Assignments Due (Before Midnight)
Mon, Jan 30	Cultural Dimensions/Values	<ol style="list-style-type: none"> 1. Chapter 5: Contrasting Cultural Values (pages 120-133) 2. Jack Scarborough, "Comparing Chinese and Western Cultural Roots: Why "East is East and..."", <i>Business Horizons</i> November-December 1998: 15-24. 	
Wed, Feb 1	Cultural Dimensions/Values	<ol style="list-style-type: none"> 1. Baker Ahmad Alserhan and Mohammed A. Al-Waqfi, "Businesswoman Networking: An Eastern Perspective," <i>Thunderbird International Business Review</i>, May/June 2011, 403-414. Blackboard file: Alserhan et al 2011 TIBR Eastern Women Networking. 2. Andreas Birnik and Ross Cormack, "Managing Market Entry in Oman: The Case of Nawras," <i>Thunderbird International Business Review</i>, September/October 2010: 403-416. 	
Mon, Feb 6	Cultural Dimensions/Values	Erika Amoako-Agyei, "Cross-Cultural Management and Organizational Behavior in Africa," <i>Thunderbird International Business Review</i> , July/August 2009, 329-339.	
Wed, Feb 8	Language	Chapter 3: Language (pages 53-72)	
Mon, Feb 13	Language	<ol style="list-style-type: none"> 1. Chapter 3: Language (pages 72-81) 2. Bell, Katherine. "Politics and the English language in the 21st century: the pros and cons of our mutant global business language." <i>Harvard Business Review</i> 89.9 (2011): 134-135. 	
Wed, Feb 15	Negotiation	<ol style="list-style-type: none"> 1. Chapter 6: Negotiating across Cultures (pages 134-159) 2. Wang Haijie, and Katherine Xin. "Culture clash in the boardroom: should a German-Chinese joint venture follow the ethical rules of the parent company or the company of operation?" <i>Harvard Business Review</i> 89.9 (2011): 129-133. 	
Mon, Feb 20	No Class - Presidents' Day		

Date	Class Topics/Agenda	Reading Due (Before Class)	Assignments Due (Before Midnight)
Wed, Feb 22	Negotiation	<ol style="list-style-type: none"> 1. Lynn Metcalf, Allan Bird, and Didimo Dewar, "Mexico and the United States: Common Border, Common Negotiating Orientations," <i>Thunderbird International Business Review</i>, January/February 2008: 25-43. 2. Alfredo Behrens, "Charisma, Paternalism, and Business Leadership in Latin America," <i>Thunderbird International Business Review</i>, January/February 2010: 21-29. 	
Mon, Feb 27	Negotiation	<ol style="list-style-type: none"> 1. Friedrich Wu, Lim Siok Hoon, and Yuzhu Zhang, "Dos and Don'ts for Chinese Companies Investing in the United States: Lessons from Huawei and Haier," <i>Thunderbird International Business Review</i> July-August 2011: 501-515. 2. Cheryl Rivers, "Negotiating with the Chinese: EANTs and All," <i>Thunderbird International Business Review</i>, September/October 2009: 473-489. 	
Wed, Feb 29	Nonverbal Behavior	Min Chen, "A Strike in Shanghai," <i>Thunderbird International Business Review</i> , July/August 2011: 518-528.	Current Events Memo
Mon, Mar 5	Nonverbal Behavior	Chapter 4: Nonverbal Dimension (pages 82-105)	
Wed, Mar 7	Midterm Exam		
Mon, Mar 12	No Class - Spring Break		
Wed, Mar 14	No Class - Spring Break		
Mon, Mar 19	Expatriation and Adjustment	Chapter 7: Coping with Culture Shock (pages 160-174)	

Date	Class Topics/Agenda	Reading Due (Before Class)	Assignments Due (Before Midnight)
Wed, Mar 21	Class in the ELC	<ol style="list-style-type: none"> 1. Peter Cappelli, Harbir Singh, Jitendra V. Singh, and Michael Useem, "How the Best Indian Companies Drive Performance by Investing in People," <i>Harvard Business Review</i>, March 2010: 90-97. 2. Bhasin, Pramod. "Genpact's CEO on building an industry in India from scratch." <i>Harvard Business Review</i>, 89.6 (2011): 45-48. 	
Mon, Mar 26	Expatriation and Adjustment	<ol style="list-style-type: none"> 1. Groysberg, Boris, Kerry Herman, and Nitin Nohria. "The expat dilemma: a spouse's misery casts doubt on Streuvels Chemicals' entire international mobility program." <i>Harvard Business Review</i>, 89.11 (2011): 150+. 2. Nitin Nohria, "From Regional Star to Global Leader," <i>Harvard Business Review</i>, January 2009: 33-39. 	
Wed, Mar 28	Etiquette	<ol style="list-style-type: none"> 1. Rajib Sanyal, "The Parting Gift," <i>Thunderbird International Business Review</i>, September-October 2007: 619-631. 2. Allan K. K. Chan, Luther Denton, and Alex S. L. Tsang, "The Art of Gift Giving in China," <i>Business Horizons</i>, July-August 2003: 47-52. 	
Mon, Apr 2	Team #1 Presentation (20 min) Global Leadership		

Date	Class Topics/Agenda	Reading Due (Before Class)	Assignments Due (Before Midnight)
Wed, Apr 4	Team #2 Presentation (20 min) Global Leadership	<ol style="list-style-type: none"> 1. Stephen Green, Fred Hassan, Jeffrey Immelt, Michael Marks, and Daniel Meiland, "In Search of Global Leaders," <i>Harvard Business Review</i>, August 2003: 38-45. 2. Sheila M. Puffer and Elitsa R. Banalieva, "From Iconic Business Leader to Russian Icon Musem Founder: Bridging Business and the Arts Across Cultures," <i>Thunderbird International Business Review</i>, November/December 2010: 617-631. 	
Mon, Apr 9	Team #3 Presentation (20 min) Global Leadership	Herman Merchant and Masud Chand, "DHL Bangladesh: Managing Headquarters-Subsidiary Relations," <i>Thunderbird International Business Review</i> , May/June 2008: 201-214.	
Wed, Apr 11	Team #4 Presentation (20 min) Global Leadership	Abdul Rahim Abdul Wahab, Mervyn K. Lewis, and M. Kabir Hassan, "Islamic Takaful: Business Models, Shariah Concerns, and Proposed Solutions," <i>Thunderbird International Business Review</i> , May-June 2007: 371-396.	
Mon, Apr 16	Team #5 Presentation (20 min) Global Leadership	Min Chen, "Negotiating a Supply Contract in China," <i>Thunderbird International Business Review</i> , July/August 2008: 271-281.	
Wed, Apr 18	Team #6 Presentation (20 min) Global Leadership	Anju Matthew, Grete Rod, Jaime Villalobos, and David Yates, "Digital Divide Data" case.	Ethnography Report
Mon, Apr 23	Individual Presentations		
Wed, Apr 25	Individual Presentations		
Mon, May 7	Final Exam		