

## 《Multicultural Communication》

**Title of the Course : Multicultural Communication**

**Course Teacher : Wang Xiaobo**

**No. Of Course: 01096901**

**Language : English**

**Students : Bachelor Candidate**

**Inside Class Credit Hours : 34**

**Extracurricular class hours : 68**

**Prerequisite: N/A**

**Number of students: N/A**

**Semester : First**

**Credit: 2**

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### 1. Profile and Contact way of the Teachers

**WANG XIAOBO** obtained his PhD from the FUDAN University in 2003. Associate Professor WANG' s areas of research interest include economics, strategic decision processes, foreign market entry, management of international corporation, and commercial banking. Dr WANG' s research has appeared in journals such as Economic Theory & Economic Management, Asia-Pacific Economic Review, World Economic Forum, Contemporary Finance & Economics, Commercial Research, Economic Tribune, Collected Essays on Finance and Economics, Financial Theory and Practice, and Rural Economy etc. He has a monograph on economic growth in developing countries and also contributed chapters to several books in the finance and banking. Associate Professor WANG' s primary areas of teaching interests are managerial economics and Multicultural Management. WANG has served as a faculty at School of Economics and Management in Tongji University, who served as a Visiting scholar at University of Texas at Arlington, United states in 2005. He has taught in the EMBA program of Tongji-UTA since 2006. Associate Professor WANG has won several awards for his teaching and research. These include the Planning Forum Best Paper (2012), Distinguished Research Publication Award (2011), Outstanding Teaching Award (2009, 2013, 2015). He was inducted into Tongji University's Academy of Distinguished Teachers.

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### 2. Course Description

The Multicultural Communication course is intended to be a challenging advanced management course for Bachelor Candidate. Students will gain a general overview of the process and effect of internationalization in contemporary business, along with an introduction to theories, concepts and skills relevant to managing effectively in today's global

environment. Students will be challenged to integrate knowledge they have gained from other business core courses and apply their accumulated knowledge to business case studies. Students will engage in active research and analytical problem solving related to managing in the international environment and will frequently be called upon to brief their findings to the class.

### 3. Course Objectives and Requirements

#### 1. Course Objectives :

This course exposes to student essential knowledge, primary principles and research methods in multicultural communication to enable them to understand the relationship between national culture and organizational culture and have some insight into the features of advanced modern multicultural communication theories and practices. In addition, this course aims to cultivate the perspective of international and idea of sustainable development for students, to arm students with fundamental skills required of multicultural communication, to make students to use them with the business processes in handling multicultural management issues, and to improve their ability to analyze and solve practical problems arising in organizations.

#### 2. Requirements :

Students are expected to get prepared for lectures, finish and submit assignments as required.

#### 4.Course Arrangement

Week	Unit	Topics	Reading/Discussion/Presentation Assignment
1	Part 1: Environmental Foundation	1. Globalization and Worldwide Developments	HLD, Chapter 1  Case (Discussion): Colgate's Distasteful Toothpaste
2		2. The Political, Legal, and Technological Environment	HLD, Chapter 2  Case (Discussion): Advertising or Free Speech? The Case of Nike and Human Rights
3		3. Ethics and Social Responsibility	HLD, Chapter 3  Case (Student Group Presentation): Pharmaceutical Companies, Intellectual Property, and the Global AIDS Epidemic
4	Part 2: The	4. The Meanings and	HLD, Chapter 4

### Syllabus for Undergraduate

	Role of Culture	Dimensions of Culture	Simulation (In-class exercise): Frankenfoods or Rice Bowl for the World: The U.S.-E.U. Dispute Over trade in Genetically Modified Organisms
5		5. Managing Across Culture	HLD, Chapter 5  Exercise (In-class exercise): The Culture Quiz  Case (Discussion): Integrating National and Organizational Cultures: Chemical Bank's Mergers in Europe
6		6. Organizational Culture and Diversity	HLD, Chapter 6  Case (Student Group Presentation): EuroDisney
7		7. Cross-Culture Communication and Negotiation	HLD, Chapter 7  Case and Simulation (Discussion/In-class exercise): Cross Cultural Conflicts in the Corning-Vitro Joint Venture  Case (Student Group Presentation): Wal-Mart's Japan Strategy
8		8. Types of Multiculturalism	HLD, Chapter 8  Case (Discussion): KNP, N.V
9	Part 3: Managing Multiculturalism and Diversity	9. Potential Problems Associated with Diversity	HLD, Chapter 9  Case (Discussion): Reliance
10		10. Advantages of Diversity	HLD, Chapter 10  Case (Student Group Presentation): The HP-Compaq Merger and its Global Implications
11		11. Building Multicultural Team Effectiveness	HLD, Chapter 11  Case (Student Group Presentation): Can the Budget Air Model Succeed in Asia? The Story of AirAsia

### Syllabus for Undergraduate

12	Part 4: Communication Barriers	12. Language Barriers & Cultural Barriers	HLD, Chapter 12  Case (Discussion): The Road to Hell  Exercise (In-class exercise): The International Cola Alliances.
13		13. Perceptual Barriers	HLD, Chapter 13  Case (Discussion): A Copy Shop Goes Global
14		14. Human Resource Selection and Development Across Cultures	HLD, Chapter 14  Exercise (In-class exercise): Who to Hire?  Case (Student Group Presentation): Lord John Browne and BP's Global Shift
15	Part 5: Managing Cross-Cultural Negotiations	15. Negotiation Process & Negotiation Tactics	HLD, Chapter 15  Case (Student Group Presentation): Chiquita's Global Turnaround
16		Team assignment	Team assignment
17		Review & Presentation	Review & Presentation

### 5. Teaching Methods

Lectures、Discussions、Presentation、Case Analysis, Paper Writing, Comprehensive Exercise, etc.

### 6. Learning Outcomes

Category	Learning Outcomes
Master of Knowledge	<ol style="list-style-type: none"> <li>Understand and appreciate the need for ethics and social responsibility in international management, and the growing pressures on firms to act in an ethically and socially responsible manner in their global business operations.</li> <li>Describe and apply the concept of “national culture” and, using the typologies of Hofstede and Trompenaars, explain how the culture of one group of people can be distinguished from that of another, and the</li> </ol>

	<p>implications of these differences for international management.</p> <ol style="list-style-type: none"> <li>3. Explain and understand the challenges of managing across cultures</li> <li>4. Understand the relationship between national culture and organizational culture, integrate those concepts within the context of international management decision-making, and appreciate the challenges of diversity in the modern work environment</li> <li>5. Describe the challenges to and apply the most important elements of effective cross-cultural negotiation and communication</li> <li>6. Understand the tools and techniques used to provide motivation and incentives for employees across cultures, including compensation, benefits, work teams, and other approaches</li> <li>7. Compare and contrast different systems and describe major trends in labor relations and industrial democracy across cultures</li> </ol>
Intellectual abilities learned	<ol style="list-style-type: none"> <li>1. Have the ability to set multicultural communication strategy</li> <li>2. Have the ability to be engaged in multicultural communication with the idea of sustainable development meet the global challenges</li> <li>3. Have the ability of using science management ideas and methods in the multicultural communication suitably</li> <li>4. Have the abilities of flexibility and adaptability on multicultural communication.</li> <li>5. Have the comprehensive management abilities of acquisition, Utility, development, and retention of talents by the rigorous attitude and scientific methods</li> </ol>
Practical skills learned	<ol style="list-style-type: none"> <li>1. Master forecasting skills of multicultural communication</li> <li>2. The actual application skills of multicultural communication needs judgment and effect evaluation</li> <li>3. The skills of using performance evaluation methods in actual organization</li> </ol>
Personal competences and	<ol style="list-style-type: none"> <li>1. The competence of thinking questions by using globalization view and the idea of sustainable development</li> <li>2. The management competence of being good at planning, organization</li> </ol>

characters	and communication
Cultivated	3. The competence of critical acceptance of knowledge and innovative 4. The competence of flexibly contingency management according to different external environment 5. Character of "respect others " and humanism 6. Have the charm of leadership and responsibility 7. The team spirit of cooperation

**7. Performance Evaluation: Means & Ratio**

Evaluation Means	Ratio ( % )	Link with learning outcomes expected
Team assignments	30	Focusing on case analysis, evaluate the abilities of using multicultural communication knowledge related to analyses and solve the practical problems
Attendance and Engagement	20	Evaluate the abilities of understand and application of multicultural communication knowledge related and the abilities of team participation and effective communication
Term Paper	50	Emphasis on the evaluating the degree of mastering the basic concepts and important theories on these modules. Through the paper, the level in mastering and applying the basic multicultural communication knowledge of students can be gained

**8.Textbook, References and Reading Materials**
**Textbook**

[1] Fred Luthans, Richard M. Hodgetts et al., *Cross-Cultural Communication and Management*, 人民邮电出版社

[2] R. Hodgetts, F. Luthans, and J.P. Doh. *International Management: Culture, Strategy, and Behavior*, McGraw-Hill Irwin

**Online resources**

[1] Tongji University library database resources : <http://www.lib.tongji.edu.cn/>

## **9. Cases**

- [1] What went wrong?
- [2] Explain what is happening?
- [3] The softwood lumber dispute
- [4] Wal-Mart's Mexican Adventure
- [5] Haier in USA
- [6] Electrolux: The Trick to Selling in Europe
- [7] Motorola in China
- [8] Shell in Nigeria
- [9] Video
- [10] Video

## **10. Assignment Requirements**

The course unit will draw upon the following characteristics of the student group:

They all have previous experience and are currently working in a managerial role – we will expect them to use that experience and reflect upon it when working together as a student group.

The group will be divided into teams at the start of the module, and they will work together on tasks which require them use and reflect on their work experience.

Unit 4-6: will involve reflective practice building on the first three units, leading to the development of a personal strategic plan.

### **Requirements**

- [1] Individual case study: Collect this case background information and discuss about the problems in case.
- [2] Form the groups, each group consists of 4-6 students.

- [3] Do presentation in the class, each group need to submit PPT or the WORD (one copy of the electronic version and paper version)
- [4] Each group should prepare before class carefully, please.
- [5] Individual case study, each student needs to submit the case analysis report.

The criteria of assignment evaluation for group case study (100 points)

- |   |           |
|---|-----------|
| [1] Whether the group presentation is clear and interesting or not  | 20 points |
| [2] Whether the case analysis is system in-depth or not             | 25 points |
| [3] Whether the insight is linked with work practice closely or not | 25 points |
| [4] Participation of group members in case discussion               | 20 points |
| [5] Whether the PPT and document is made seriously and beautiful    | 10 points |

The criteria of assignment evaluation for individual case study (100 points)

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|--|-----------|
| [1] Whether the case material collection is completed or not         | 20 points |
| [2] Whether the case analysis is system in-depth or not              | 20 points |
| [3] Whether the insights is linked with work practice closely or not | 20 points |
| [4] Whether the analysis with innovative and global perspective.     | 20 points |
| [5] Whether the document is made seriously and beautiful             | 20 points |

**Appendices:**

1. The course PPT
2. Case material
3. Other teaching material (such as reading materials, the articles)