University of the Incarnate Word
UIW-Heidelberg

SOCI 3332 CULTUROLOGY AND CROSS-CULTURAL COMMUNICATION

COURSE OUTLINE

I.   Logistics
UIW-Heidelberg Study Center
Physical Address:
Heidelberg, Germany - Bergstrasse 106, 69121

II.   Course Description

This course is designed to provide students with a comprehensive overview on the state of the art of cross-cultural management and how cultural differences influence business culture (e.g. in Germany). Students will be able to develop a deep intercultural understanding.

We will also have a closer look at local companies by preparing the excursions to the companies such as BAFS, SAP, Mercedes, etc. Additionally, guest lecturers will be invited to talk about hands-on practice and to enable the students to involve in a discussion with experts in their field.

III.   Course Objectives

In the first part of the module, we examine the impact of culture and communication in international settings and discuss basic models and theories. Topics include social and cultural norms and show the linguistic and cultural specificity of multilingual communication. The presented theories will be combined with an experiential approach in order to develop the student's comprehensive competence in communication across cultures, which is a combination of knowledge, skills, abilities and initiatives of the individual, necessary to establish the interpersonal contact with a person speaking another language or from another background. In the second part we have a look on how these concepts and learnings can be transferred into corporate settings.

Additionally, we will have a closer look at companies and company culture in Germany and Europe by investigating how local companies and businesses operate. These companies will be visited throughout the term as part of the ESC excursion program.

Learning outcomes: By the end of the module, students will be able to:
* understand the basic concepts and theories of culture and communication;
* analyze differences in cultures and value systems;
* comprehend the processes translating cross cultural management theories into various forms and types of communication and organization's performance;
* understand how German companies operate; and,

- be able to apply the theories and models discussed to actually companies and business in the area.

IV.   Course Texts/Supplies/Materials

Intercultural Communication in Context, Judith Martin & Thomas Nakayama, McGraw-Hill. (referred as **ICC**, available at ESC library)

An Introduction to Intercultural Communication, Fred Jandt, Sage. (referred as **IIC**, available at ESC library)

Thomas, David C. & Peterson, Mark F. (2015) *Cross Cultural Management: Essential Concepts*, 4th Ed., Sage. ISBN9 78-1506340708 (referred to as **CCM**, please acquire the book)

V.   The following matrix reflects the general guideline of topics, readings, and/or assignments for each session. **The instructor reserves the right to modify weekly activities, assignments, projects, and/or assessments required for this class. Adjustments and/or changes will be stated before and/or during class. If the student is absent, it is the <u>student's</u> responsibility to contact the instructor and/or classmates about any adjustments and/or updates.**

Week/ Lecture	Topic / Reading	Class Activity
Week 1/ Lect. 1	Introduction to the course: Basic concepts of communication and culture Presentation of course structure; group formation for assignments ICC: Chapter 1: Why study Intercultural Communication	Discussions and Projects as assigned.
Week 2/ Lect. 2	Intercultural competence and cultural identity ICC: Chapter 3: Culture, Communication, Context and Power & Chapter 5: Identity and Intercultural Communication IIC: Chapter 2: Defining Communication as an Element of Culture	Student presentations on Audi and Frankfurt Stock Exchange
Week 3/ Lect. 3	Perception of cultural differences and cultural dimensions (GLOBE) IIC: Chapter 3: Culture's influence on Perception & Chapter 7: Dimensions of culture	Student presentation on SAP
Week 4/ Lect. 4	Cross cultural and nonverbal communication IIC: Chapter 5: Nonverbal Communication	Student presentation on BASF and Mercedes Benz

Week/ Lecture	Topic / Reading	Class Activity
Week 5/ Lect. 5	Experiential Learning Activities, as assigned Prepare for Test I	Discussions and Projects as assigned.
Week 6/ Lect. 6	**Test I**	**Test I**
Week 7/ Lect. 7	Global Strategic Management CCM: Chapter 1: Introduction: The Challenging Role of the Global Manager & Chapter 5: The Manager as Decision-Maker: Cross-Cultural Dimensions of Decision-Making	Discussions and Projects as assigned.
Week 8/ Lect. 8	Intercultural teamwork and conflict management CCM: Chapter 8: The Challenge of Multicultural Work Groups and Teams ICC: Chapter 11 Culture, Communication and Conflict International assignments and trainings CCM: Chapter 10: The Challenge of International Assignments	Discussions and Projects as assigned.
Week 9/ Lect. 9	Leadership in multinational settings Schein (2010): Organizational culture and Leadership (chapter 3) CCM: Chapter 7: The Manager as Leader: Motivation and Leadership Across Cultures Business Culture in Germany	Discussions and Projects as assigned.
Week 10/ Lect. 10	Course wrap-up: Current issues and future challenges (guest speakers as appropriate) CCM: Chapter Prepare for Test II and Presentations	Discussions and Projects as assigned.
Week 11/ Lect. 11	**Presentations and** **Test II**	**Presentations** **Test II**

NOTE: The instructor reserves the right to adjust and/or change the above schedule at any time during the semester. Adjustments and/or changes will be stated before and/or during class. If the student is absent, it is the student's responsibility to contact the instructor and/or classmates about any adjustments and/or updates.

VI. Grading Activities, Criteria and Guidelines

This class will include a variety of instructional methods and learning activities intended to engage the student in the learning process. This may include, but not be limited to: lecture, written assignments, group discussion and problem solving exercises, media presentation, article and case analysis, student-led discussion, student presentation, reflection on what was learned and documentation of planned application. Some assignments will be individual while some may be group or team assignments. Class will be participative, and each student must be prepared for each class.

VII. Grades
The course consists of the following assessments. The instructor reserves the right to adjust and/or change the course assessments before and/or during the class.

Description	Percentage
Group Project	30%
Group Presentation	20%
Participation	10%
Test I	15%
Test II	20%
Peer Evaluation	5%
Total	100%

VIII. Attendance and Participation

Attendance and active classroom participation are required of each student. Tests will cover for all course material provided through lectures and presentations, readings, discussions, cases, and videos during class. **Absences and/or a lack of participation in discussions will impact negatively on the final grade.** Each student is responsible for all material covered and/or assigned and any announcements made in any class session, whether student is present or not. Group activities require all students to participate and contribute to group discussions and projects.

Students are expected to come to class on time and to have read assigned material before class. There may be an occasional pop quiz to verify whether students have read the assignments before class. **All work must be turned in on time**. Late work may be accepted but points will be taken off if work is not turned in to instructor when it is due. At all times, in class and group discussions, students are expected to respect contributions, questions, and opinions of other people. Demeaning others in any way is not acceptable.

IX.   Academic Integrity Policy

Examples of scholastic dishonesty include, but are not limited to, plagiarism, cheating on assignments or tests, taking, unauthorized reuse of work, etc. If it is determined that a student has engaged in scholastic dishonesty, the faculty shall adhere to the Academic Integrity Policy stated in the UIW Catalog.

X.   Grading Scale

The University of the Incarnate Word operates on a semester basis using a 4-point grading scale as follows. Registrar Online Resource: https://my.uiw.edu/registrar/academics/grading-scale.html.

Grade	Descriptive Grade	Numeric Grade	Grade Points
A	Excellent Scholarship	93-100	4.00
A-	Excellent Scholarship	90-92	3.70
B+	Good Scholarship	87-89	3.30
B	Good Scholarship	83-86	3.00
B-	Good Scholarship	80-82	2.70
C+	Satisfactory Scholarship	77-79	2.30
C	Satisfactory Scholarship	70-76	2.00
D+	Poor Scholarship	67-69	1.30
D	Poor Scholarship	63-66	1.00
D-	Poor Scholarship	60-62	0.70
F	Failure	Less than 60	0.00
IP	Incomplete work		None assigned; converts to an F after expiration date or deadline of six months
N	Grade not reported by faculty		None assigned
NG	No grade required		None assigned; used for thesis and dissertation courses
P	Satisfactory Scholarship	70-100	None assigned
S	Satisfactory Scholarship	70-100	None assigned
W	Withdrawn from the University		None assigned

XI. Course Add/Drop Procedure

Students are responsible for communicating and updating any potential changes, including dropping a course, to the UIW Heidelberg Academic Director **and** their Academic advisor at UIW before implementing any changes.

Dropping or changing a course may delay a student's intended graduation date due to classes not adhering to their degree plan.

The Study Abroad Advisor, UIW European Liaison and/or any other administrative personnel are **not** responsible for the student's academic planning.

SUPPLEMENTAL COURSE INFORMATION

<u>Exams:</u>

A two mid—term tests will be administered. Both examinations will entail a set-pattern of essays and other short responses to certain relevant questions. The exams will be based primarily on the lectures and contents of the accompanying course literature.

<u>Final Group Project, Paper, and Presentation:</u>

Each team will have the task to prepare two presentations in the course of the semester.

1. Your team will prepare a short (10 minutes) presentation on one of the companies or sites that are being visited on the ESC excursions, prior to the respective excursion. Companies include BASF, SAP, Audi; sites include the Frankfurt Stock Exchange, Mercedes Benz Museum, and more.

2. Your team will plan, design, and deliver a cross-cultural training program, designed to train expatriates for their next job assignment in a foreign country of your choosing (outside North America).

Final presentations will occur toward the end of the term, as outlined in the course schedule. Attendance by all students is MANDATORY during final presentations, and failure to attend and engage in the discussions will result in deducted points from the peer evaluation grade. Do not make plans to be elsewhere on presentation days, regardless of whether you are presenting or not. More details will be outlined in class.

<u>Further Recommended Readings:</u>

Benett J. & Benett M. (Ed.) (2004). *Handbook of Intercultural Training*, 3rd Edition. Sage Publications, USA.

Erez, M. (2011). Cross-cultural and global issues in organizational psychology. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology, Vol 3: Maintaining, expanding, and contracting the organization.* (S. 3-50). Washington, DC US: American Psychological Association.

Hall, E. (1976). *Beyond culture*. Garden City: Anchor Press.

Hecht, M., Andersen, P., & Ribeau, S. (1989). Cultural dimensions of nonverbal communication. In M. Asante, & W.B. Gudykunst (Eds.), *Handbook of international and intercultural communication*. Newbury: Sage.

Hofestede, G. & Hofstede, J. (2005). Cultures and Organisations. Mc Graw-Hill, USA.

Hofstede, G. (2001). *Culture's Consequences – Comparing Values, Behaviors, Institutions and Organizations across Nations.* Thousand Oaks: Sage.

Hofstede, G. (1980). *Culture's Consequence: International Differences in Work Related Values*. Beverly Hills, CA: Sage.

Hofstede, G. (1993). Culture's Constraints in Management Theories. *Academy of Management Executive, 7,* 81-94.

House, R., Hangens, P., Javidan, M., Dorfman, P., Gupta, V., GLOBE Associates (2004). Leadership, Culture, and Organizations: The GLOBE Study of 62 Societies. Thousand Oaks, CA: Sage.

Leung, K. & Peterson, M.F. (2011). Managing a globally distributed workforce. In S. Zedeck (Ed.), APA handbook of industrial and organizational psychology, *Vol 3: Maintaining, expanding, and contracting the organization.* (S. 771-805). Washington, DC US: American Psychological Association.

Lewis, R.D. (2005). *When Cultures Collide: Leading across cultures*. New York: Random-House.

Milliman, J., Nason, S., Gallagher, E., Huo, P., Von Glinow, M.A., & Lowe, K.B. (1998). *The impact of national culture on human resource management practices: The case of performance appraisal. Advances in International Comparative Management,* 12, 157-183.

Schein, E.H. (2010). *Organizational culture and leadership.* San Francisco: Jossey-Bass.

Schein, E.H. (1991). What is Culture? In Frost, P.J., Moore, L.F., Louis, M.R., Lundberg, C.C. & Martin, J. (Eds.): *Reframing Organizational Culture (S. 14-25).* Beverly Hills: Sage.