**Course descriptor**

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| **Title of the course** | **Cross-Cultural Communication** |
| **Title of the Academic Programme**  | Management |
| **Type of the course** | Optional |
| **Prerequisites** | English (advanced intermediate or advanced level); The course has the following prerequisites (at the bachelor level):* English (advanced intermediate or advanced level)
* Courses “Introductory Psychology” or/and “Introductory Sociology” are advisable, but not required

The Course requires the following students' competencies and knowledge:* Basic knowledge of MS office

The main provisions of the course should be used for further studies of the following courses:* International Marketing
* International Management
* Scholarly Research Seminar
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| **ECTS workload** | 4 |
| **Total indicative study hours** | Directed Study | Self-directed study  | Total |
| 72 | 80 | 152 |
| **Course Overview** | The central objective of this course is training students for work and communication in intercultural environment and development of their cultural intelligence (CQ). Students will be introduced to basic aspects and problems and resolutions when engaged in cross--cultural communication. Students will develop and learn to use their CQ in the roles of colleague, professional, manager and leader. Special emphasis is placed on the skills necessary for conducting successful negotiations in the cross--cultural environment, and for the skill to work in cross--cultural management and leadership positions. The course contributes to the introduction of the HSE [Higher School of Economics] students to the international environment and to the development of HSE as the leading research university in modern Russia. |
| **Intended Learning Outcomes (ILO)** | Students who complete the course at a satisfactory level will be able to:* Identify the cultural profile of communicators and recipients.
* Understand the specifics of communication in solving various professional tasks.
* Adapt their own style of verbal and non-verbal communication in various cultural environments.
* Use appropriate strategies and tactics of negotiations in business and in everyday communication.
* Work effectively in intercultural teams.
* Competently build communication in organizations, develop effective communication strategies and implement them to achieve the organization's goals.
* Understand modern network structures, establish contacts in them, use various communication tools to develop interpersonal contacts within the organization and in the external environment.
* Correctly evaluate and use appropriate non-verbal communication codes in an intercultural environment.
* Effectively engage in negotiations with businesspeople from other cultures.
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| **Indicative Course Content** | Cultures, subcultures, ethnicitiesElements of culture: values, worldviews, attitudes and beliefs, traditions, myths.Cultures, cultural clusters or “civilizations”, nationalism and civil religionsCultural biases and stereotypesImpression management styles, strategies and tactics in different cultures.Artefacts, narratives, rituals.Identities, personal, cultural.Language, verbal intercultural communicationNonverbal communicationIntercultural relations and communicationIntercultural conflictsCommunicating onlineVenturing into a new cultureNature of negotiation: strategizing, framing, planningStrategy and tactics of distributive bargainingStrategy and tactics of integrative bargainingFinding and using negotiation leverageRegional and national negotiation styles |
| **Teaching and Learning Methods** | Teamwork on research projects is especially important for this course. Excellent research projects require extra materials besides literature recommended for the course. Some Internet sites could be also very helpful, such as World Cultures Encyclopedia <http://www.everyculture.com/> and TED Talks. <http://www.ted.com>.Participation in discussions should concentrate on comparison of different cultural phenomena and especially on their role in planning and performing communication in cross-cultural perspective. The course syllabus, required reading documents, presentations, practical tasks and home assignments will be available in the LMS where all student will be assigned, and also sent by e-mail on demand. Students are expected to log in to the course web-site on a regular basis. |

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| **Indicative Assessment Methods and Strategy** |

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| Type of control | Form of control | Requirements |
| Current (week) | In-class / in-seminar observation and recording by student and lecturer. Every two weeks students will hand in a written report of an intercultural communication problem event. | Students are expected to read and analyse assigned literature and be able to participate in discussions in class. |
|  | Intermediate written in-class test | Test includes assignments dealing with the topics covered in the first half of the course.  |
| Written case study analysis: Team structured comparative analysis of cross-cultural communication issues between two countries. | Assessment of team structured analysis project against assessment guidelines provided. |
| Final  | End of module exam | Test includes assignments dealing with the topics covered in the second half of the course. |

Students’ final grade for the course is determined by their compliance with the course requirements and the overall performance in the course. Assessments: exam 20%, test2 20% , Team country analysis project: 40%; Completion and in-class discussion of cross-cultural interaction dairy: 20%. Criterion10 points – no less than 90% of correct answers or holistic assessment of written analyses.1 point – no more than 10% of correct answers or holistic assessment of written analyses, other grades (from 9 to 2) are calculated proportionally to the percentage of correct answers. The rounding method for ratings is in favor of the student. Grades are sent to students by email or posted in LMS. The grades are reported as a percent correct of the maximum score. The grades are reported as a percent correct of the maximum score.  |
| **Readings / Indicative Learning Resources** | Mandatory:Cambie,S , Ooi, Y.M. (2012). *International Communications Strategy: Developments in Cross-cultural Communications, PR and Social Media.* London : KoganPage . Retrieved from <https://library.books24x7.com/toc.aspx?bookid=38036> Luis W.(2013). *Looking Out, Looking In : Anthology of Latino Poetry* . Houston : Arte Público Press. Retrieved from<https://ebookcentral.proquest.com/lib/hselibrary-ebooks/detail.action?docID=3115225>Brett J. M.(2014*). Negotiating Globally : How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries*. San Francisco, CA : Jossey-Bass. Retrieved from https://ebookcentral.proquest.com/lib/hselibrary-ebooks/detail.action?docID=1651185**Optional:**Gelfand, M., Jeanne B. (eds.) (2004). *The Handbook of Negotiation and Culture.* Stanford, Calif: Stanford Univ. Press. Retrieved from https://library.books24x7.com/toc.aspx?bookid=10333Moll, M. (2012). *The Quintessence of Intercultural Business Communication*. Berlin: Springer Berlin Heidelberg. Retrieved from[https://link.springer.com/book/10.1007%2F978-3-642-28238-6](https://link.springer.com/book/10.1007/978-3-642-28238-6)Peterson, B.(2004). *Cultural Intelligence: A Guide to Working with People from Other Cultures*. Yarmouth, Me. : Intercultural Press. Retrieved from <https://library.books24x7.com/toc.aspx?bookid=7941>Thomas, D. C. , Kerr I. (2004). *Cultural Intelligence: People Skills for Global Business*. San Francisco Berrett Koehler. Retrieved from <https://library.books24x7.com/toc.aspx?bookid=7318>Walker, D., Walker, T. $ Schmitz J. (2003). *Doing Business Internationally: The Guide To Cross-Cultural Success.* New York : McGraw-Hill. Retrieved from https://library.books24x7.com/toc.aspx?bookid=5158Halverson, C. B, Poort; Tirmizi, S. A. (2008). *Effective Multicultural Teams: Theory and Practice.* London : Springer. Retrieved from [https://link.springer.com/content/pdf/10.1007%2F978-1-4020-6957-4.pdf](https://link.springer.com/content/pdf/10.1007/978-1-4020-6957-4.pdf) (GB) Monographie316 R83Routledge handbook of identity studies / Ed. A. Elliott . – London; New York : Routledge, 2014 . – 407 p. – (Routledge international handbooks) . - ISBN 978-1-138-01941-6 . УДК 316(GB) Monographie316.7 L63Lewis, R.D.When Cultures Collide: leading across cultures / R.D. Lewis . – 3 rd ed . – Boston, London : Nicholas Brealey International, 2014 . – 600 . - ISBN 978-1-904838-02-9 . УДК 316.7(GB) Monographie316.7 B34Beamer, L.Intercultural communication in the global workplace / L. Beamer, I. Varner . – 2nd ed . – Boston, New York, London : McGraw-Hill/Irwin, 2001 . – 360 p. - ISBN 0-07-239690-3 . УДК 316.77(GB) Monographie316.7 C45Chaney, L.Intercultural business communication / L. Chaney, J. Martin . – 4th ed . – : Pearson Prentice Hall, 2007 . – 306 p. - ISBN 0-13-186009-7 . УДК 316.77(GB) Monographie316.7 B97Bovée, C.L.Business communication today / C.L. Bovée, J.V. Thill . – 11th ed . – Boston : Pearson, 2012 . – 617, [96] p. . - ISBN 0-273-76146-3 . УДК 316.7(GB) Monographie316.7 H20Hamilton, Ch.Communicating for results : a guide for business and the professions / Ch. Hamilton . – 9th ed . – Boston, Mass. : Wadsworth Cengage Learning, 2011 . – 478 p. - ISBN 978-0-495-79809-5 . УДК 316.77(GB) Monographie316.7 H73Hofstede, G.Cultures and Organizations: software of the mind: intercultural cooperation and Its importance for survival / G. Hofstede, G.J. Hofstede, M. Minkov . – 3rd ed . – New York : McGraw-Hill, 2010 . – 561 . - ISBN 978-0-07-166418-9 . УДК 316.7(GB) Monographie316.7 A78Argenti, P.Corporate communication / P. Argenti . – 4th ed . – Boston, New York, London : McGraw-Hill, 2007 . – 270 p. - ISBN 007-125411-0 . УДК 316.7 |
| Special conditions for organization of learning process for students with special needs  | The following types of comprehension of learning information (including e-learning and distance learning) can be offered to students with disabilities (by their written request) in accordance with their individual psychophysical characteristics:1. *for persons with vision disorders:* a printed text in enlarged font; an electronic document; audios (transferring of learning materials into the audio); an individual advising with an assistance of a sign language interpreter; individual assignments and advising.
2. *for persons with hearing disorders: a* printed text; an electronic document; video materials with subtitles; an individual advising with an assistance of a sign language interpreter; individual assignments and advising.
3. *for persons with muscle-skeleton disorders: a* printed text; an electronic document; audios; individual assignments and advising.
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| **Course Instructor** | Prof. Romie F. Littrell, rlittrell@hse.ru |

**Аnnex 1**

**Course Content**

**Cultures, subcultures, ethnicities.**

Globalization and interconnectedness. Classification of cultures. Samuel Huntington: Civilizations. Dominant culture and co-culture. Primary elements of non-material culture: History, Religion, Social organizations, Language. Methodology of cross-cultural research.

**Cultures, cultural clusters or “civilizations”, nationalism and civil religions**

**Cultural biases and stereotypes**

Prejudice. Discrimination. Stereotype. Cognitive and social functions of stereotypes (explanation, justification, social differentiation). Factors and mechanisms of stereotype formation (correspondence bias, illusory correlation, common environment, socialization and upbringing, intergroup relations). Self-fulfilling prophecy. Scape-goating. Face-ism. Dealing with stereotypes.

**Language, verbal intercultural communication**

Functions of language: social interaction, social cohesion, expression of identity. Language variations: accent, dialect, argot, slang. Conversational taboos. Cultural considerations in interpretation and translation. Recommendations for communications with people, using second language (mindfulness, speech rate, vocabulary and nonverbal feedback).

Most influential languages in contemporary world and their specifics: Chinese, Spanish,

English, Arabic, and Russian.

**Nonverbal communication**

The functions of nonverbal communication: expressing internal state, creating identity, regulating interaction, repeating the message, substituting for words. Intentional and nonintentional messages. Ambiguity and multiple meanings in nonverbal communication. Classification of nonverbal communication means: appearance, body movement (posture, gestures), facial expression, eye contact and gaze, touch, paralanguage, vocal qualities (volume, rate, pitch, tempo, resonance, pronunciation, tone). Space and distance, personal space. Sense of time: monochronic or polychronic. Silence and its significance in different cultures.

**Ethno-religio-linguistic culture areas**

**Demographics in communication and culture: Race, Ethnicity, Gender, Age**

**Identities, personal, cultural.**

Multiple identities: human, social, personal. Specifics of racial, ethnic, gender, national, regional, organizational, personal and cyber and fantasy identities. Stages of identity formation. Identity manifestations in communication.

**Intercultural conflicts**

Basic aspects or conflict situation. Communication norms and models in conflict situations. Conflict sequence. The factors, facilitating and complicating conflict resolution. Reframing conflict situation: conflict as an opportunity. Persuasion in conflict interaction. Cross-cultural competence in conflict resolution and collaborative problem-solving.

**Communicating online**

Advantages and limitations while communicating online. Ethical issues in online communication. Security issues in online communication. Advices for efficient online cross-cultural communication in business. Creating and deciphering identities in online communication. Typical obstacles and misunderstanding in cross-cultural communication online. Balancing online communication and “real life” communication. Intercultural competence in online communication.

**Nature of negotiation: strategizing, framing, planning**

Bargaining and negotiation. Attributes of negotiation situation. Alternatives to negotiation. Tangibles and intangibles in negotiations. Planning negotiations. Negotiating individually and in teams. Preparing for negotiations. Perception and empathy in negotiations. Competent negotiator’s qualities. **Strategy and tactics of distributive bargaining. Strategy and tactics of integrative bargaining.**

**Regional and national negotiation styles**

Key cultural variables, influencing negotiations (indirect dealing vs direct dealing, high-context vs low-context, relationship-oriented vs task-oriented, holistic vs contractually oriented, Dimensions of negotiation styles. Competitive and problem-solving styles of negotiations. Russian, British, American, Arabic, Chinese, French, German negotiating styles. Interplay of cultural styles and personal styles of negotiating.

**Annex 2**

**Assessment Methods** **and Criteria**

**Assessment Methods**

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| **Types of Assessment** | **Forms of Assessment** | **Modules** |
| **1** | **2** | **3** | **4** |
| Formative Assessment | In-class / in-seminar observation  |  |  | \* | \* |
| Intermediate written in-class test |  |  | \* |  |
| Written country analysis |  |  | \* | \* |
| Summative Assessment | Exam  |  |  |  | \* |

**Assessment Criteria**

**In-class / in-seminar observation and Cross-Cultural Event Discussion**

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| **Grades** | **Assessment Criteria** |
| «Excellent» (8-10) | A critical analysis which demonstrates original thinking and shows strong evidence of preparatory research and broad background knowledge.  |
| «Good» (6-7) | Shows strong evidence of preparatory research and broad background knowledge. Excellent oral expression.  |
| «Satisfactory» (4-5) | Satisfactory overall, showing a fair knowledge of the topic, a reasonable standard of expression. Some hesitation in answering follow-up questions and/or gives incomplete or partly irrelevant answers. |
| «Fail» (0-2) | Limited evidence of relevant knowledge and an attempt to address the topic.  Unable to offer relevant information or opinion in discussion.  |

**Intermediate written in-class test, Written case study analysis, Exam**

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| **Grades** | **Assessment Criteria** |
| «Excellent» (8-10) | Has a clear argument, which addresses the topic and responds effectively to all aspects of the task. Fully satisfies all the requirements of the task; rare minor errors occur;  |
| «Good» (6-7) | Responds to most aspects of the topic with a clear, explicit argument. Covers the requirements of the task; may produce occasional errors. |
| «Satisfactory» (4-5) | Generally addresses the task; the format may be inappropriate in places; display little evidence of (depending on the assignment): independent thought and critical judgement include a partial superficial coverage of the key issues, lack critical analysis, may make frequent errors. |
| «Fail» (0-2) | Fails to demonstrate any appropriate knowledge. |