



Advanced Intercultural Communication & Negotiation Skills: Management with Chinese Characters

Aims & Scope

The seminar “Advanced Intercultural Communication & Negotiation Skills” (5 ECTS) covers fundamentals of intercultural communication and negotiation, their concepts, and application in the international business context. The relevance of intercultural communication which emerges where interpersonal interaction between members of different groups occurs is broadly recognized. As business becomes more and more international, the ability to perform effectively and appropriately in an intercultural context can provide a decisive advantage.

As one of the most important emerging economies, China is increasingly involved in international business activities. In the past, many Chinese-foreign encounters were reported to be negatively affected by conflicts, communication breakdowns, and even failures due to intercultural communication problems.

Communication patterns are deeply influenced by cultural and linguistic backgrounds. In China, the culture is greatly based on five different pillars (Confucianism, Guanxi, Mianzi, Sunzi and Yin Yang). The first aim of this seminar is to gain a broader awareness and knowledge of these Chinese cultural characteristics.

Regarding culture and negotiation behavior, a direct linkage can be observed. There are cultural differences in the behaviors that negotiators use to enact a strategy. Understanding these differences may help negotiators to adjust their own behaviors and to reinforce their strategy. Culture affects the interests and priorities that underlie a negotiator’s position, as well as the strategy of negotiations concerning motivations and ways of implementation. Cultural values may reveal the interests beyond a negotiator’s position. The second aim of the seminar is therefore to acquire analytical skills in terms of intercultural negotiation processes.

Seminar structure and timeline

The seminar is divided into three parts. After the kick-off, the impact of language and culture on management concepts in the context of China will be discussed. In the second part, negotiation strategies and concepts of influence will be examined. The third part consists of student presentations on six important Chinese management concepts. Besides the basic principles, important dates and protagonists of these concepts, the main focus should be on their relevance for intercultural communication and negotiations. By transferring the critical elements of the Chinese management concepts to negotiation trails, specific issues of intercultural communication will be outlined.

27.04.17 18:30 0.224/5	08.05.17 16:45 0.224/5	15.05.17 16:45 0.224/5	22.05.17 16:45 0.224/5	29.05.17 16:45 0.224/5	24.07.17 16:45 0.224/5
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Kick-Off	Intercultural Communication	Presentation	Presentation	Presentation	Written Exam
<ul style="list-style-type: none"> Introduction to the topic Structure of the seminar Requirements 	<ul style="list-style-type: none"> Strategies Concepts 	<ul style="list-style-type: none"> Kongzi - 孔子. The human order Guanxi - 关系. Relationships and networks 	<ul style="list-style-type: none"> Mianzi - 面子. Give & lose face Sunzi - 孫子. The art of war 	<ul style="list-style-type: none"> Yin Yang - 陰陽. The holistic view Maoism – 毛泽东思想 Modern Chinese thought 	

Application and admission

- Students have to register for the seminar via StudOn between 14.03.2017, 8:00 and 25.04.2017, 12:00. In the first meeting, students are required to fill out a binding registration form.
- Moreover, students have to register on meinCampus.
- Participants will be informed about their topic and their team members in the kick-off meeting.
- This seminar is only available for MIBS and MIM students.
- The number of participants is limited to 40 (first come, first serve).



Evaluation

- Presentation: 40 %
(three ppt-slides for each student, a handout for all participants should be provided, the ppt-slides must be submitted per email until 12:00 the day of presentation)
- Exam: 60 %
(24.07.2017, 16:45)
- Class attendance is mandatory. If absent, the grade will be reduced by 0.3.

Basic literature

- Berning, S.C. and Holtbrügge, D. (2012): Chinese Outward Foreign Direct Investment - A Challenge for Traditional Internationalization Theories? *Journal für Betriebswirtschaft*, 62(3-4), 169-224.
- Buckley, P.J., Chapman, M., Clegg, J. and Gajewska-De Mattos, H. (2014): A Linguistic and Philosophical Analysis of Emic and Etic and their Use in International Business Research. *Management International Review*, 54, 307-324.
- Cialdini, R.B. (2009): *Influence. Science and Practice*. 5th ed., Boston.
- Fang, T. (2010): Asian management research needs more self-confidence: Reflection on Hofstede (2007) and beyond. *Asia Pacific Journal of Management*, 27, 155-170.
- Yang, S. and Stening, B.W. (2013): Mao Meets the Market. Reconciling Ideology and Pragmatism in China. *Management International Review*, 53, 419-448.