

DOING BUSINESS IN FOREIGN COUNTRIES

MODULE OUTLINE

DURATION: Weeks 4-6: 6 x 2 hours

MODULE LEADER: David Kirkham, TD, BA, MSc, PhD

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PERSONAL INFORMATION



David Kirkham obtained his PhD in crisis management at the Management School of the University of Liverpool (ULMS). He has studied at Cambridge and London Universities and has completed an MSc in Development Management with the Open University. He has taught on under- and post-graduate management programmes at Liverpool and has lectured at Sheffield and Ulster Universities. He has led modules at the Laureate Summer School for the last three years.

He has considerable experience working with those from different cultures and those whose first language is not English, because he has worked in 38 countries across all business sectors and in the public sector. He is a director of two management consultancy firms and has done business in foreign countries for the last 25 years. He lives in the UK, Kuala Lumpur (Malaysia) and Beijing.

MODULE Overview

With globalisation, many organisations do business in foreign countries - but it's not easy. There are so many potential pitfalls, even exchanging business cards can be problematic. Cultural differences can build synergy or destroy cooperation and misunderstandings can prevent success in the enterprise. Cultural intelligence (CQ) is a vitally important aptitude and skill for doing business in foreign countries.

This module gives you the practical techniques and tips that the textbooks and universities don't tell you about - even how to avoid getting arrested and overcoming jetlag. The programme will challenge your cultural and communication skills in a non-threatening environment but it's still fun and will help your future career in the private or public sectors.

MODULE Aims

To develop practical knowledge and skills in:

- Recognising national cultural artefacts, norms and values, and basic assumptions
- Developing cultural intelligence (CQ)
- Managing across cultures
- Analysing the issues around product marketing in foreign countries
- Managing global supply chains
- Building trust and social capital with people from different national cultures

MODULE Learning Objectives

- To improve students' cultural intelligence and identify where they need to be improved
- To appreciate the issues in cross-cultural management
- To communicate effectively across cultures
- To identify cultural variations for international product marketing
- To learn to negotiate with those from a different national culture
- To use techniques to improve trust in successful business relationships
- To deal with corrupt practices

TEACHING

The module uses academic theories but turns them into useable tools, techniques and methods for the real-world. Teaching will be predominantly by inter-active presentations and practical exercises, supported by case studies. Teaching style will take the form of workshops, group work and student presentations. There will be two business simulation games in which teams will compete against each other in defined cultural contexts. The module will be assessed by group presentations.

MODULE Structure

Session 1

- Basic concepts of national cultures
 - What does globalisation mean to you?
 - What is culture?
 - The six dimensions of national culture - the work of Hofstede
 - How and why do nations differ in their cultures?
 - Why is it important?
 - The basics of cross-cultural management

Session 2

- Pasta Wars

An extended business simulation game involving competing teams working in a multi-cultural context. The game explores trust and social capital and its role in doing business internationally. You don't have to like pasta to succeed in this game!

Session 3

- Marketing products in foreign countries
 - A consumers become more alike or more different globally?
 - Are Asia and South America different from the rest of the world?
 - Advertising and the corporate image
 - Should you translate the product name into the foreign language?

- The pace of new product adoption in different countries
- Case studies - cosmetics in Bangladesh, mineral water in Europe, internet usage

Session 4

- Managing international operations
 - Different types of operation
 - Cross-cultural management
 - Culture as the silent language in overseas business
 - How good is your own cultural intelligence? Some experiments to find out
 - A model of cultural intelligence
 - Issues of corruption

Session 5

- Managing international supply chains
 - An exciting, and at times frustrating, business simulation game with teams competing to run their international supply chains at a profit.

Session 6

- Module assessment by student group presentations
 - A choice of three topics will be given