

Leadership and Management in A Global Environment: How to successfully communicate and manage across cultures

1. Overview/Goal

By the end of unit 1 students should have learned communication process and cultural variables influencing communication (attitudes, social organization, thought patterns, roles, language (spoken or written), nonverbal communication /including kinesic behavior, proxemics, paralanguage, and object language/, and time).

By the end of unit 2 students should have learned about management in cross-cultural environment, nonverbal communication, communication channels, and Information Technology influence on communication.

2. Competencies

Unit 1 - Students should have gained understanding of the process of communication and understanding cultural variables influencing communication process in cross-cultural environment.

Unit 2 - Students should have gained understanding of how to effectively manage cross cultural communication with focus on cultural value dimensions.

Unit 1: Communication process and cultural variables

3.1. Pre-activity discussion / UNIT 1 – Communication process and cultural variables

In the beginning students are given handouts with the article about Yahoo accused of abusing human rights after providing his personal information to the Chinese government. The teacher may read the case and ask a general question “What do you think is the problem here?”. No content of the unit is revealed yet and students brainstorm based on their current knowledge.

ATTACHMENT 1:

Yahoo! 'helped jail China writer' – did they abuse human rights?

QUESTION:

What do you think is the problem here?

SOURCES:

Article: <http://www.eweek.com/c/a/Mobile-and-Wireless/House-Panel-Accuses-Yahoo-of-False-Testimony/>

<http://news.bbc.co.uk/1/hi/world/asia-pacific/4221538.stm>

<http://www.pcpro.co.uk/news/123424/yahoo-accused-of-human-rights-abuses.html>

http://en.wikipedia.org/wiki/Shi_Tao#cite_note-2

Image source: <http://news.bbc.co.uk/1/hi/world/asia-pacific/4221538.stm>

4.1: Learning activity

(Slide 6): Communication is a critical factor in the cross cultural management issues, particularly those of an interpersonal nature, involving motivation, leadership, group interactions, and negotiation. Culture is conveyed and perpetuated through communication in one form or another. Culture and communication are so intricately intertwined that they are, essentially, synonymous. By understanding this relationship, managers can move toward constructive intercultural management. And, communication whether in the form of writing, talking, listening, or via the Internet, is an inherent part of a manager's role and takes up the majority of a manager's time on the job.

Click on the picture and play the clip. The clip presents Greg Bissky, trainer / consultant / entrepreneur in Chinese Asia, talking about the difference between a Chinese and Western hero (Confucius vs. Steve Jobs). There is a big difference; knowing the difference tells you much about how Chinese and Westerners think about life and about work (and more).

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

Image source: <http://www.treasuremountain.com/>

Video clip: <http://youtube.com/watch?v=T7GKa57mwqY>

(Slide 7): The term **communication** describes the process of sharing meaning by transmitting messages through media such as words, behavior, or material artifacts. It is of vital importance, then, for a receiver to interpret the meaning of a particular communication in the way the sender intended. Unfortunately, the communication process involves stages during which meaning can be distorted. Anything that serves to undermine the communication of the intended meaning is typically referred to as **noise**. The primary cause of noise stems from the fact that the sender and the receiver each exist in a unique, private world thought of as her or his life space. The context of that private world, based largely on culture, experience, relations, values, and so forth, determines the interpretation of meaning in communication. After the receiver interprets the message and draws a conclusion about what the sender meant, he or she will, in most cases, encode and send back a response, making communication a circular process.

Intercultural communication - the member of one culture sends a message to a member of another culture (NOISE is created by cultural differences)

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

Image source: <http://www.mentaloptyma.com/>

(Slide 8): Some common communication errors include:

CULTURAL NOISE occurs in intercultural communication because the message intended by the sender (encoder) was transformed by the cultural lens of the receiver (decoder).

ATTRIBUTION ERROR is the process in which people look for an explanation of another person's behavior; people make attributions with insufficient information, inferring about the rest.

STEREOTYPING a simplified and/or standardized conception or image with specific meaning, often held in common by people about another group.

PROJECTION occurs when one attributes one's own unacceptable or unwanted thoughts or/and emotions to others.

SELECTIVE PERCEPTION when one tends to perceive things according to one's beliefs more than as they really are, and react accordingly. Not knowing these errors may lead to conflicts in business situations.

E.g.

In Europe, people stand much closer together when talking, as opposed to the US. In Japan, there are several words for "I" and several words for "you" but their use depends on the relationship between the speaker and the other person. In short, there is no "I" by itself; the "I" depends on the relationship.

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

Article: http://www.ciadvertising.org/student_account/fall_01/adv382j/howardmo/whatissp.html
www.dictionary.com

(Slide 9): In China and Japan business transactions are based on networks of long-standing relationships based on trust, rather than on the formal contracts and arm's'-length relationships typical of the US. Most vital business decisions are made after socializing; as opposed to in America where we might celebrate at a bar "after" the business decision is finalized.

Are there differences across societies in those expectations of trust?

1. Effective communication depends on informal understandings among individuals that are based upon trust
2. When there is trust between individuals an implicit understanding in communication is present

Trust in business environment can be presented when team members expect their partners to deliver to agreed times and specifications. Creating trust among team members that represent different attitudes may not be easy. Knowledge and a willingness to work together to overcome cultural differences for mutual benefit is required. Members' reaction to particular stimuli in the first communication events often produces patterns that may prove to be long-lasting in a team. Thus, it is important to encourage team members to be tolerant, to learn about and from one another, and to be willing to adapt and change communication behavior accordingly.

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

Cartwright, R. (2003) *Mastering team leadership*. Palgrave Macmillan, Wales

Article: www.info.wlu.ca/~wwsbe/faculty/ramsoomair/438%20CHAP03.PPT

Image source: http://www.smartgivers.org/sites/623b9026-c292-4f47-9b9d-8aac6d22782d/uploads/Trust.1_2.jpg
http://strongerteams.files.wordpress.com/2007/02/trust_fall.gif

(Slide 10): The picture presents level of general trust that people have towards each other in given countries. It shows the percentage of respondents in each society who responded that “most people can be trusted”. The Nordic countries and China had the highest predisposition to trust, while Brazil, Turkey, Romania, Slovenia, and Latvia had the lowest.

SOURCES:

Image source: Johnson, J.L. & Cullen, J.B. (2002). *Trust in cross-cultural relationships*. In Gannon, M.J. & Newman, K.L. The Blackwell Handbook of Cross-cultural Management. Blackwell Publishing

(Slide 11): On a different level, it is also useful to be aware of cultural variables that can affect the communication process by influencing a person’s perceptions; some of these variables have been identified by Samovar and Porter and discussed by Harris and Moran, and others. These variables are as follows: **attitudes** - ethnocentric and stereotypical attitudes are a particular source of noise in cross-cultural communication, **social organization** - nations, tribes, religious sects, or professions can influence our priorities and values, **thought patterns** - the logical progression of reasoning varies by culture, **roles** - the perception of the manager’s role differs considerable around the world, consider the conversation between the American and Greek, language (spoken or written), **nonverbal communication** (including kinesic behavior, proxemics, paralanguage, and object language) - behavior communicated without words; even minor variations in body language, speech rhythms, and punctuality can cause mistrust, and time.

Although these variables are presented separately, their effects are interdependent and inseparable. People will usually believe what they see over what they hear – thus we use the expression “A picture is worth a thousand words.” Studies show that these subtle messages account for between 65 and 93 percent of interpreted communication. The media for such nonverbal communication can be categorized into four types:

- (1) Kinesic Behavior
- (2) Proxemics
- (3) Paralanguage
- (4) Object Language.

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

Image source: <http://www.news.harvard.edu/gazette/2007/02.08/photos/13-entrepren1-450.jpg>

(Slide 12): Language allows a person to talk with others, to understand or disagree with them, to make plans, to remember the past, to imagine future events, and to describe and evaluate objects and experiences that exist in some other locations. There are 6,800 known languages spoken and 2,261 of them have writing systems (the others are only spoken). Arabic language emphasizes exaggeration, elaboration, and repetition, meaning is attributed

more to how something is said, very “flowery”. In India, 14 official languages are used, and in Africa, over 800 languages are used. Managers need to be particularly careful when using another language or translating business related documentation (contracts, emails, advertisements, etc.) since misuse of language may lead to cross-cultural misunderstanding, sometimes funny situations but may also insult members of another culture.

E.g. Pepsi’s slogan “Come Alive with Pepsi” translated into German as “Come out of the grave.” Rendezvous lounges on 747’s were not used on airlines because in Portuguese ‘rendezvous’ refers to prostitution. Managers need to either know foreign language or be assisted by fluent interpreters to ensure that the message they send is understood the proper way.

Click on the picture and play the clip. The clip presents a scene from movie “Lost in Translation” starring Bill Murray. In this scene Bill Murray struggles to understand as the Japanese director rants and raves through an incompetent translator.

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

Video: <http://www.youtube.com/watch?v=RdZt4BMfY3Q&feature=related>

(Slide 13): The way people use and regard time is another cultural variable that must be considered. For example: To Brazilians, relative punctuality communicates the level of importance of those involved. To Middle Easterners, time is something controlled by the will of Allah. To initiate effective cross-cultural business interactions, managers should know the difference between **monochronic time systems** and **polychronic time systems** and how they affect communications.

Monochronic cultures, like Switzerland, Germany and the United States view time as a linear event. There is a past, a present, and a future, therefore time is treated as something to be spent, saved, made up, or wasted. Classified and compartmentalized, time serves to order life. This attitude is a learned part of Western culture, probably starting with the Industrial Revolution. In contrast, **polychronic** cultures will emphasize relationship over time commitments. Two Latin friends, for example, will put an important conversation ahead of being on time for a business meeting, thus communicating the priority of relationships over material systems. Polychronic people - Latin Americans, Arabs, and those from other collectivist cultures - may focus on several things at once, be highly distractible, and change plans often.

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

(Slide 14): A major differentiating factor that is a primary cause of noise in the communication process is that of context - which actually incorporates many of the cultural variables. High context cultures include Asia, Middle East, Africa, Mediterranean countries - feelings and thoughts are not explicitly expressed; one has to read between the lines and interpret meaning, unlike the US with low-context where everybody shares their feelings and

opinions openly and there is much attention to detailed communication. Context in which the communication takes place affects the meaning and interpretation of the interaction. The images present examples of McDonald's website from high-context (emphasis on relationships) and low-context cultures (emphasis on an individual).

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

Image sources: <http://jcmc.indiana.edu/vol11/issue1/wuertz.html>

(Slide 15): The picture presents the cultural context and its effects on communication in given countries. Low-context countries like Germany or Sweden present high explicitness of communication and will expect detailed information before making a business decision, whereas Japan as high-context culture presents implicitness in communication, and will base their decision more on knowledge of the people involved. In cross-cultural communication a lack of understanding of context differences may lead to failure in reaching the solution and cooperation, and conflict may arise.

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

Image source: Hall, E. T. & Hall, M.R. (1990). *Understanding Cultural Differences: Germans, French and Americans*. Intercultural Press

5.1. Post-activity discussion / UNIT 1 – Communication process and cultural variables

In the beginning students were given handouts with the article about Yahoo! accused of abusing human rights after providing his personal information to the Chinese government. The teacher may read the case and ask a general question "What do you think is the problem here?". No content of the unit is revealed yet and students brainstorm based on their current knowledge.

ATTACHMENT 1:

Yahoo! 'helped jail China writer' – did they abuse human rights?

QUESTION:

What do you think is the problem here?

What cultural variables influenced the case?

(Please read to students **AFTER** the lecture and after they answer the question.)

SUBSEQUENT EVENTS:

The incident sparked a controversy about the business practices of Yahoo!, whose Hong Kong arm provided technical information connecting the message and email account with Shi Tao's computer. Yahoo! was criticized by Reporters Without Borders for acting as a "police informant". The United States Congress held a hearing about this and other similar incidents with representatives from Yahoo!, Google, and MSN, etc. In August of 2007, Congress began

an investigation into Yahoo!'s handling of the case. Founder Jerry Yang has attended a hearing in the Congress.

On August 28, 2007, the World Organization for Human Rights sued Yahoo! for allegedly passing information (email and IP address) with the Chinese government that caused the arrests of writers and dissidents. The suit was filed in San Francisco for journalists Shi Tao and Wang Xiaoning.

On November 6, 2007, the U.S. congressional panel criticized Yahoo! for not giving full details to the House Foreign Affairs Committee the previous year, stating it had been "at best inexcusably negligent" and at worst "deceptive".

On November 13, 2007, Yahoo settled with Shi for an undisclosed sum. Shi remains in prison.

According to the International Herald Tribune, while visiting China, Secretary of State Condoleezza Rice said on 27 February 2008 that she had raised the issue of a journalist and a writer jailed by China for expressing their views over the Internet during meetings with the Chinese foreign minister, Yang Jiechi. The Yahoo chief executive, Jerry Yang, asked Rice in a letter sent during the previous week to help secure the release of the journalist, Shi Tao, and the writer, Wang Xiaoning, who were imprisoned for sending pro-democracy information using e-mail messages or Yahoo groups.

SOURCES:

Article: <http://www.eweek.com/c/a/Mobile-and-Wireless/House-Panel-Accuses-Yahoo-of-False-Testimony/>
<http://news.bbc.co.uk/1/hi/world/asia-pacific/4221538.stm>
<http://www.pcproweb.com/news/123424/yahoo-accused-of-human-rights-abuses.html>
http://en.wikipedia.org/wiki/Shi_Tao#cite_note-2

Image source: <http://news.bbc.co.uk/1/hi/world/asia-pacific/4221538.stm>

Unit 2: **Managing in Cross-Cultural Environment**

3.2. Pre-activity discussion / UNIT 2 – Managing in Cross-Cultural Environment

In the beginning students are given handouts with the article about Yahoo! accused of abusing human rights after providing his personal information to the Chinese government. The teacher may read the case and ask a general question "Did Yahoo! follow the rules of China or the US?" No content of the unit is revealed yet and students brainstorm based on their current knowledge.

ATTACHMENT 1:

Yahoo! 'helped jail China writer' – did they abuse human rights?

QUESTION:

Did Yahoo! follow the rules of China or the US?

SOURCES:

Article: <http://www.eweek.com/c/a/Mobile-and-Wireless/House-Panel-Accuses-Yahoo-of-False-Testimony/>
<http://news.bbc.co.uk/1/hi/world/asia-pacific/4221538.stm>
<http://www.pcproweb.com/news/123424/yahoo-accused-of-human-rights-abuses.html>
http://en.wikipedia.org/wiki/Shi_Tao#cite_note-2

Image source: <http://news.bbc.co.uk/1/hi/world/asia-pacific/4221538.stm>

4.2: Learning activity

(Slide 20): Studies show that most managers spend between 50 and 90 percent of their time talking to people. The ability of a manager to effectively communicate across cultural boundaries will largely determine the success of international business transactions or the output of culturally diverse workforce. It is useful, then, to break down the elements involved in the communication process, both to understand the cross-cultural issues at stake and to maximize the process.

Steps toward effective intercultural communication include the development of cultural sensitivity, careful encoding, selective transmission, careful decoding, and follow-up action.

Cultural sensitivity - what kinds of behaviors does the message imply, and how will they be perceived by the receiver?

Careful encoding - avoid using slang and idioms such as “foot the bill”

As an international manager it would be wise to follow the five steps suggested on this slide to become more effective in intercultural communication.

Selective transmission - personal rapport can be established through videoconferencing.

Ford in Europe uses this for engineers in UK and Germany to consult about quality problems (they examine one another’s engineering diagrams). For some aspects of communication, this wouldn’t be appropriate.

Careful decoding - a good listener evaluates the full message of the speaker, attempting to recognize the feelings behind the words and nonverbal cues, and understanding the speaker’s perspective.

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

(Slide 21): Many businesspeople and visitors react negatively to what they feel are inappropriate facial expressions, without understanding the cultural meaning behind them. Behavior that communicates without words is called nonverbal communication. People will usually believe what they see over what they hear. Studies show that these messages account for between 65 to 93 percent of interpreted communication. Even minor variations in body language, speech rhythms, and punctuality often cause mistrust and misperception of the situation of the cross-cultural representatives. The media for nonverbal communication are categorized into four types:

1. **Kinesic Behavior** - refers to communication through body movements (posture, gestures, facial expressions, and eye contact)
2. **Proxemics** - deals with the influence of proximity and space of communication – personal and office space. E.g. Americans prefer a private space in an office, unlike Asians the custom is open office space.
3. **Paralanguage** - refers to how something is said rather than the content (rate of speech, tone, inflection, noises, laughing, yawning, etc.). Silence is a powerful communicator
4. **Object Language** - refers to communication through material artifacts (office design, furniture, clothing, cars, etc.)

In his studies of cross-cultural negotiations, Graham observed that the Japanese feel uncomfortable when faced with the Americans' eye-to-eye posture. They are taught since childhood to bow their heads out of humility, whereas the automatic response of Americans is "look at me when I'm talking to you!"

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

Images: www.keynotesusa.com
www.pro.corbis.com
www.trendir.com

(Slide 22): Not only nonverbal communication influences the sender and receiver of a message but also the channel and the context of a message. It is useful for international managers to know **where and how** information originates, in what **context** it flows, and the **speed** with which information systems are used.

Source of information varies depending on culture, e.g. in South America message usually originates from top manager and employees do not feel much responsibility to keep managers informed; however, in the US the information usually flows from the staff to management and decisions in the company are made based on opinions of employees.

The **context** influences information flow depending on culture as well. High-context cultures (Middle East, China) information spreads fast and freely because members of organization are in close relationship; in the US or Germany, which are examples of low-context cultures, information is controlled and is not spread around freely, and information sources tend to be more formal.

The **speed** in which information systems are used is another variable influencing information flow. The US expects to receive information quickly and in a clear way, moving through the stages up to the conclusion. Also, various media channels are used to ensure right and fast communication (email, fax, close relationships, etc.). In contrary, France uses slower channels and at times mediators to get the message across. The French prefer written communication and tend to keep interactions formal.

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

(Slide 23): The Internet as a global medium enables companies to be global, however, they need to adjust their practices to regional and local customs (language, culture, local laws, and business models, etc.). These companies need to adapt their enterprise resource planning (ERP) to regional requirements.

ERP is a way to integrate the data and processes of an organization into one single system. Usually ERP systems will have many components including hardware and software, in order to achieve integration, most ERP systems use a unified database to store data for various functions found throughout the organization. The use of ERP is extremely comprehensive, it can refer to any type of company, no matter what industry it falls in. In fact, ERP systems are used in almost any type of organization - large or small.

An ideal ERP system is when a single database is utilized and contains all data for various software modules. These software modules can include:

Manufacturing: Some of the functions include; engineering, capacity, workflow management, quality control, bills of material, manufacturing process, etc.

Financials: Accounts payable, accounts receivable, fixed assets, general ledger and cash management, etc.

Human Resources: Benefits, training, payroll, time and attendance, etc

Supply Chain Management: Inventory, supply chain planning, supplier scheduling, claim processing, order entry, purchasing, etc.

Projects: Costing, billing, activity management, time and expense, etc.

Customer Relationship Management: sales and marketing, service, commissions, customer contact, calls center support, etc.

Data Warehouse: Usually this is a module that can be accessed by an organizations customers, suppliers and employees.

(Look at the model on the slide.)

SOURCES:

Article: <http://www.tech-faq.com/erp.shtml>

Image source: <http://www.3gerp.org>

(Slide 24): The clip is a commercial of Berlitz Language School “German coast guard”. It presents how not knowing a foreign language may lead to a hopeless situation.

SOURCES:

Video source: <http://www.youtube.com/watch?v=BsU6vLLaWH4&feature=related>

5.2. Post-activity discussion / UNIT 2 – Managing in Cross-Cultural Environment

In the beginning students were given handouts with the article about Yahoo! accused of abusing human rights after providing his personal information to the Chinese government. The teacher may read the case and ask questions below. No content of the unit is revealed yet and students brainstorm based on their current knowledge.

ATTACHMENT 1:

Yahoo! 'helped jail China writer' – did they abuse human rights?

QUESTION:

Do you think Yahoo! abused human rights?

What cultural variables can you recognize in this case?

How do you think managers can improve their cross-cultural communication skills and avoid problematic situations?

(Please read to students **AFTER** the lecture and after they answer the question.)

SUBSEQUENT EVENTS:

The incident sparked a controversy about the business practices of Yahoo!, whose Hong Kong arm provided technical information connecting the message and email account with Shi Tao's computer. Yahoo! was criticized by Reporters Without Borders for acting as a "police informant". The United States Congress held a hearing about this and other similar incidents with representatives from Yahoo!, Google, and MSN, etc. In August of 2007, Congress began an investigation into Yahoo!'s handling of the case. Founder Jerry Yang has attended a hearing in the Congress.

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<http://news.bbc.co.uk/1/hi/world/asia-pacific/4221538.stm>
<http://www.pcpro.co.uk/news/123424/yahoo-accused-of-human-rights-abuses.html>
http://en.wikipedia.org/wiki/Shi_Tao#cite_note-2

Image source: <http://news.bbc.co.uk/1/hi/world/asia-pacific/4221538.stm>

6. Assignment specifications

Choose two countries that represent different dimensions according to Hofstede's research. Analyze the differences between them in terms of cultural variables (social organization, nonverbal communication, attitudes, etc.), errors, trust, language, time and context. Create brief fictitious case study about these two countries doing business. Explain what differences in your opinion would affect communication process and its stages. Would they make good business partners?

7. Post activity discussion

- What are the stages in communication process? Based on your personal example what problems related to encoding and decoding could you describe in cross-cultural communication?
- Describe communication errors and give examples of each of them.

- How would you enhance trust in cross-cultural team knowing there are cultural differences?
 - What does it mean that the culture is high- low-context? Give examples.
-

8. Assessment

1. Noise is anything that serves to undermine the communication of the intended. It is one of the stages in which meaning can be _____:
 - a. revealed
 - b. distorted**
 - c. misunderstood
 - d. encoded
2. Attribution error is the process in which:
 - a. people do not look for an explanation of another person's behavior
 - b. people make attributions with insufficient information**
 - c. one tends to perceive things according to one's beliefs more than as they really are
 - d. all of the above
3. Cultural variables that can affect the communication process by influencing a person's perceptions are:
 - a. attitudes, roles, traditions, nonverbal communication
 - b. social organization, traditions, attitudes, roles
 - c. thought patterns, attitudes, nonverbal communication, traditions
 - d. roles, nonverbal communication, attitudes, thought patterns**
4. Which statement is not true about languages?
 - a. Language allows a person to talk with others, to understand or disagree with them, to make plans, to remember the past, to imagine future events, and to describe and evaluate objects and experiences that exist in some other locations.
 - b. There are 3,000 known languages spoken and 2,500 of them have writing systems (the others are only spoken).**
 - c. Arabic language emphasizes exaggeration, elaboration, and repetition.
 - d. Managers need to be careful when using another language since misuse of language may lead to cross-cultural misunderstanding.
5. Proxemics deals with _____.
 - a. communication through body movements
 - b. how something is said rather than the content
 - c. the influence of proximity and space of communication**
 - d. communication through material artifacts

9. References

Books:

- Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall
- Cartwright, R. (2003) *Mastering team leadership*. Palgrave Macmillan, Wales
- Johnson, J.L. & Cullen, J.B. (2002). *Trust in cross-cultural relationships*. In Gannon, M.J. & Newman, K.L. *The Blackwell Handbook of Cross-cultural Management*. Blackwell Publishing
- Hall, E. T. & Hall, M. R. (1990). *Understanding Cultural Differences: Germans, French and Americans*. Intercultural Press

Electronic articles and presentations:

House Panel Accuses Yahoo of False Testimony

<http://www.eweek.com/c/a/Mobile-and-Wireless/House-Panel-Accuses-Yahoo-of-False-Testimony/>

Yahoo 'helped jail China writer'

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Yahoo accused of human rights abuses

<http://www.pcpro.co.uk/news/123424/yahoo-accused-of-human-rights-abuses.html>

Shi Tao

http://en.wikipedia.org/wiki/Shi_Tao#cite_note-2

What is Selective Perception?

http://www.ciadvertising.org/student_account/fall_01/adv382j/howardmo/whatissp.html

What is ERP?

<http://www.tech-faq.com/erp.shtml>

Websites:

<http://www.mentaloptima.com/>

www.dictionary.com

<http://jcmc.indiana.edu/vol11/issue1/wuertz.html>

Image source:

<http://news.bbc.co.uk/1/hi/world/asia-pacific/4221538.stm>

<http://www.treasuremountain.com/>

http://www.smartgivers.org/sites/623b9026-c292-4f47-9b9d-8aac6d22782d/uploads/Trust.1_2.jpg

http://strongerteams.files.wordpress.com/2007/02/trust_fall.gif

<http://www.news.harvard.edu/gazette/2007/02.08/photos/13-entrepren1-450.jpg>

<http://www.keynotesusa.com/>

<http://pro.corbis.com/>

<http://www.trendir.com/>

<http://www.3gerp.org>

Movie clips:

<http://youtube.com/watch?v=T7GKa57mwqY>

<http://www.youtube.com/watch?v=BsU6vLIaWH4&feature=related>

Appendix 1

SOURCE:

House panel accuses Yahoo! of false testimony

<http://www.eweek.com/c/a/Mobile-and-Wireless/House-Panel-Accuses-Yahoo-of-False-Testimony/>

Yahoo! accused of human rights abuses

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<http://news.bbc.co.uk/1/hi/world/asia-pacific/4221538.stm>

Yahoo! 'helped jail China writer' – did they abuse human rights?

A reporter and editor for a Chinese newspaper, Shi was arrested in his home after posting material under a pseudonym about a government crackdown on media and democracy activists on an overseas Web site, Democracy Forum. The Chinese government found Shi in Beijing after Yahoo provided information about his e-mail account, including his IP address, log-on history and the contents of his e-mail.

The media watchdog accused Yahoo of becoming a "police informant" in order to further its business ambitions. A Yahoo spokeswoman said it had to operate within each country's laws. "Just like any other global company, Yahoo must ensure that its local country sites must operate within the laws, regulations and customs of the country in which they are based," said Mary Osako. Shi Tao, 37, worked for the Contemporary Business News in Hunan province, before he was arrested and sentenced in April to 10 years in prison. According to a translation of his conviction, reproduced by Reporters Without Borders, he was found guilty of sending foreign-based websites the text of an internal Communist Party message. Reporters Without Borders said the message warned journalists of the dangers of social unrest resulting from the return of dissidents on the 15th anniversary of the Tiananmen Square massacre, in June 2004.

The media organization accused Yahoo of providing Chinese investigating organs with information that helped link Shi Tao's personal e-mail account and the text of the message to his computer. "We already knew that Yahoo! collaborates enthusiastically with the Chinese regime in questions of censorship, and now we know it is a Chinese police informant as well," Reporters Without Borders said in a statement. Western internet companies have regularly been criticized for agreeing to China's strict rules governing the internet, which Communist Party leaders fear could be a tool to spread dissent. The companies say they have to abide by local regulations, and point out that since China is set to be the world's biggest internet market, they cannot ignore it. Earlier this month Yahoo paid \$1bn (£556m) for a stake in China's biggest e-commerce firm, Alibaba.com.

The internet is highly regulated in China and only last year Yahoo was forced to defend its stance in the country. "Beyond commercial considerations, we believe that our services have promoted personal expression and enabled far wider access to independent sources of

information for hundreds of millions of individuals in China and elsewhere in the world," the company told the US Congress on Human Rights.

(Please read to students **AFTER** the lecture and after they answer the question.)

SOURCE:

Shi Tao

http://en.wikipedia.org/wiki/Shi_Tao#cite_note-2

SUBSEQUENT EVENTS:

- The incident sparked a controversy about the business practices of Yahoo!, whose Hong Kong arm provided technical information connecting the message and email account with Shi Tao's computer. Yahoo! was criticized by Reporters Without Borders for acting as a "police informant". The United States Congress held a hearing about this and other similar incidents with representatives from Yahoo!, Google, and MSN, etc. In August of 2007, Congress began an investigation into Yahoo!'s handling of the case. Founder Jerry Yang has attended a hearing in the Congress.
- On August 28, 2007, the World Organization for Human Rights sued Yahoo! for allegedly passing information (email and IP address) with the Chinese government that caused the arrests of writers and dissidents. The suit was filed in San Francisco for journalists Shi Tao and Wang Xiaoning.
- On November 6, 2007, the U.S. congressional panel criticized Yahoo! for not giving full details to the House Foreign Affairs Committee the previous year, stating it had been "at best inexcusably negligent" and at worst "deceptive".
- On November 13, 2007, Yahoo settled with Shi for an undisclosed sum. Shi remains in prison.
- According to the International Herald Tribune, while visiting China, Secretary of State Condoleezza Rice said on 27 February 2008 that she had raised the issue of a journalist and a writer jailed by China for expressing their views over the Internet during meetings with the Chinese foreign minister, Yang Jiechi. The Yahoo chief executive, Jerry Yang, asked Rice in a letter sent during the previous week to help secure the release of the journalist, Shi Tao, and the writer, Wang Xiaoning, who were imprisoned for sending pro-democracy information using e-mail messages or Yahoo groups.