



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA



ENHANCING PRODUCTIVITY WITH EFFECTIVE CROSS-CULTURAL BUSINESS COMMUNICATIONS



Programme Director:
Prof. Apoorva Bharadwaj



Programme Dates:
September 04 - 07, 2023



Programme Venue:
MDC, IIM Calcutta

INTRODUCTION

The objective of this programme is to impart cross-cultural communication skills to executives in order to enable them act productively in a global market place. Cross-cultural management is an important domain in management education; this subject deals with managerial issues from the perspective of communication. The instruction aims at honing communication skills of the executives for coping up with cross-cultural managerial challenges. As communication is an important tool of business in today's global environment, one needs to know how to wield this tool for conducting business with one's cross-border commerce allies. The nuances of culture that have an indelible impact on communication exchanges in business transactions will be taken in detail in this course through case studies involving major countries like Japan, China, USA, UK, Germany, and France which are usually on the radar of an Indian manager's overseas ambitious business errands.

OBJECTIVES

- To understand the concept of cultural dimensions that impact business
- To adopt diverse communication strategies used in variegated cultural contexts
- To apply different models of persuasion depending on the cultural propensities of a geo-political entity to attain targeted business outcomes
- To design presentations that are culture-specific
- To learn about the non-verbal accompaniments of communication in cross-cultural interactions
- To use appropriate business etiquette
- To make intercultural negotiations effectual.
- To learn about ethno relativism and transactional culture



PEDAGOGY

The programme adopts a participant-centered learning approach. The participants would be given project topics to prepare their presentations. Video recording of these presentations will be done and they would be screened for assessment. The programme would also involve case discussions, role plays, demonstrations of video clips for critical analysis and other experiential activities.



WHO MAY ATTEND

This programme has been designed for junior and middle level executives in multinational companies, whose jobs involve heavy use of communications to enable productive cross-cultural transactions.



KEY TOPICS

1. Culture and Communication – The Concept of Value Orientations

Learning:

- Research paradigms for studying intercultural communication
- High-Context and Low-Context Cultures
- Perception and Communication
- A schemata Model for Intercultural Communication
- Pattern Recognition – Value Orientations

2. The Role of Language in Intercultural Business Communication

Learning:

- The Language Barrier and Its Consequences: Real and Perceived
- The Relationship between Language and Culture
- Selection of the Right Language
- The Company Language
- The Impact of Technology on Oral and Written Communication

3. Organizing Messages for Other Cultures

Learning:

- Review of the Communication Model
- Organizing Routine Messages
- Organizing Persuasive Messages and Argumentation
- Organizing Negative Messages
- Organizing Problem-Solving Messages
- The Role and Force of Words
- Channels of Business Messages
- Communication Style

4. Leadership across Cultures

Learning:

- Different leadership models effective for diverse cultural entities
- Leadership communication and motivation techniques to be followed in variegated cultural constructs

5. Nonverbal Language in Intercultural Communication

Learning:

- Paralanguage
- Nonverbal Business Conventions in Face-to-Face Encounters

6. Intercultural Negotiation

Learning:

- The Impact of Culture on Negotiations
- Intercultural Communication and the Negotiation Process
- Culture and Emotions in Intercultural Negotiations
- Negotiation Styles in Different Countries
- Culturally Responsive Negotiations

7. Building socio-professional networks in the cross-cultural context – Business Etiquette

Learning:

- Learning appropriate etiquette for building relationships and networking in diverse cultural contexts

8. Culture profiles for country clusters

Learning:

- Profiling diverse countries in country clusters mapped across the business globe.



PROGRAMME DIRECTOR

Prof. Apoorva Bharadwaj is an Associate Professor in the Indian Institute of Management Calcutta (IIMC). A gold medalist in M.A. (English), she is UGC-NET/ SET qualified and holds a PhD in American Fiction. Her research publications in national and international journals focus on intercultural business communication, marketing communications, organizational communications, literature and management, Shakespeare and leadership. She teaches Managerial Communications, and Intercultural Business Communications in various programmes at IIMC. She has authored books titled *The Narcissism Conundrum: Mapping the Mindscape of Ernest Hemingway through his Epistolary and Literary Corpus* (Cambridge Scholars Publishing, 2013), *Communication Strategies for Corporate Leaders* (Routledge, Taylor & Francis, 2018 as co-author), *Public Speaking for Leaders* (Routledge, Taylor & Francis, 2021 as co-author). Currently, she is writing a book on intercultural business communications.



PROGRAMME DETAILS

- **Duration:** September 04 - 07, 2023
- **Programme Commencement:** 9:00 AM on September 04, 2023
- **Programme Conclusion:** 2:00 PM on September 07, 2023
- **Venue:** Management Development Centre (MDC), IIM C Campus
- **Accommodation:** For Residential participants
 - **Check in:** September 03, 2023 (6:00 pm onward)
 - **Check out:** September 07, 2023 (2:00 pm)

PROGRAMME FEES

- **Residential (R):** ₹ 88,000/- plus taxes and surcharges as applicable.
- **Non-Residential (NR):** ₹ 78,000/- plus taxes and surcharges as applicable.

We would strongly encourage candidates to enroll as Residential participants, as the experience of an MDP is optimized in a full-immersion mode.

Discount on Programme fees:

A discount of 10% on the Programme fees can be availed by an organization if it nominates at least 4 participants for a particular MDP.

TERMS & CONDITIONS

- Participants would have to make their own travel arrangements.
- Accommodation at IIM C will be provided till 2.00 p.m. on the last day of the Programme. Participants staying beyond this time will have to bear additional stay and food charges, which they have to settle directly with the hospitality service provider, conditional upon room availability.
- Cancellation Policy: In case you/your nominated candidate(s) does(do) not attend the programme, 40% of the programme fees will be retained, as per policy.
- Executive Education Alumni: With effect from April 1, 2017, participants of IIM Calcutta's 'Open' MDPs who attend 20 days of learning through two or more Open MDPs will be eligible to apply for 'Executive Education Alumni of IIM Calcutta' status.



HOW TO APPLY

- You can apply/nominate your personnel by clicking on the “Apply Now” link corresponding to the particular MDP, as appearing on our online calendar available at: <https://iimcal.ac.in/mdp/mdp-calendar>
- Once the candidature(s) is (are) approved, the sponsoring authority or participant (in case of self-nomination) will be intimated over email along with the Payment Advice seeking programme fees in advance.
- Programme fees can be remitted online through Electronic Fund Transfer (NEFT/RTGS).
- Upon remitting the fees online, kindly intimate CMDP office with the UTRNo./relevant transaction details through email, so that we can connect your remittance to your nomination(s). Please note that confirmation of participation is subject to receipt of Programme fees by CMDP Office before commencement of the MDP.

IIM CALCUTTA’S ACCREDITATIONS AND RANKINGS

- Triple accreditations by AACSB (Association to Advance Collegiate Schools of Business), AMBA (Association of MBAs) and EQUIS.
- IIM Calcutta is the only B school in India to be a member of CEMS, a global alliance of leading business schools, multinational companies and NGOs
- IIM Calcutta has been ranked 2nd in India and 59th globally in ‘Open-enrolment Programmes’ category in the Financial Times Executive Education Ranking 2022. The Institute has secured 76th rank in Financial Times Global MBA Ranking 2023 and 1st in BT-MDRA Best B-School Survey 2022



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For all other details on administrative matters please refer to the ‘Guidelines for Participants’ on our website or e-mail to program_mdp@iimcal.ac.in