

# MA in IBC - Multicultural Communication in Organisations (MCO)

---

**MCO focuses on the links between communication and the organisation. It enables you to work strategically with internal communication and knowledge exchange focusing on cultural and linguistic diversity in relation to the goals, structure and values of international organisations. You will also develop excellent skills in English which enable you to communicate across different languages and cultures.**

Multicultural Communication in Organizations is a concentration in the programme MA in International Business Communication, MA IBC. The MA IBC is also offered with the concentration Intercultural Marketing.

## Cultures in multicultural organisations

The workforce in multicultural organisations includes employees of varied backgrounds, cultures and professions. At the same time the different cultures and identities are continuously produced and reproduced through interaction. In the MCO programme you will learn to handle the identities, differences and cultural challenges found in multicultural organisations. Theories include organisational culture, diversity management, identity and network theory, organisational actors (such as stakeholders and subcultures) and organisational change – all from an intercultural perspective.

You will gain a profound understanding of the way decisions, results and procedures are shaped and communicated in and between organisations and work groups; as well as a profound understanding of the role of power, influence, motivation and interpersonal relations - all sustained by communication. As an example you will work with relationship management and learn how to communicate with employees with different backgrounds (nationality, professions, age, gender etc.).

Focus is mainly on internal communication in multicultural organisations, but you will also work with topics within external communication such as B2B negotiation, press releases, knowledge exchange between companies, PR and CSR.

## Intercultural communication

Based on major theories of organisational communication you will learn how to develop and implement communication strategies in multicultural organisations.

You will learn to communicate, negotiate and mediate successfully across different national and professional cultures e.g. how to communicate sensitive information between employees in the multicultural and dispersed organisation. You will work with theories on argumentation, impression management, negotiation, crisis communication, decision, and intercultural conflict handling. Your skills in communication are also trained in practice through negotiation cases and simulations e.g. how to make an impression at a job interview. You will also learn to analyse the intercultural communication issues in organisations and to translate them into practical problem solving and recommendations to management.

## **Knowledge exchange and networks**

Knowledge is essential to the development and performance of organisations. It is created and organised through the constant flow of information and communication between the people in the organisation both through formal and informal interactions.

Because knowledge exchange and sharing take place between people belonging to different networks, it is highly influenced by interpersonal factors such as trust, credibility, power and not least the technological tools available.

In the MCO you will learn to identify the flows of information and communication and the barriers that prevent the knowledge from being exploited to its fullest potential. You will work with network management i.e. learn how to increase your networks, strengthen the ties of your network and how to use them strategically in the organisation. You will learn to facilitate knowledge exchange and sharing between and among various stakeholders and employees with different levels of expertise, and different kinds of professional and cultural backgrounds and communicative needs.

## **English at the highest professional level**

In multicultural organisations people have different linguistic and cultural backgrounds, which can easily lead to misunderstandings when communicating. Furthermore, in many multicultural organisations English is the lingua franca i.e. the common language of communication between people who do not necessarily have English as a native language. Targeting the communication to your audience is therefore important to ensure that everyone gets the information that they need. You will learn to analyse and produce texts within the different genres that are found in international organisations and how to target your communication to audiences with different linguistic and cultural backgrounds. You will work with management information and stakeholder communication and learn how to share knowledge and information through hands-on experience with e.g. annual reports, internal memos, press releases and international negotiations.

During the course of the MCO you will also have the opportunity to develop excellent communication skills in English. The programme aims to make you the English-expert at both a strategic and a practical level. You will be able to analyse the language needs in an organisation, develop a strategy in order to fulfil these needs and to implement this strategy. You will also be able to analyse, advise and reflect on other professionals' English communication and give them feedback based on your knowledge of the English language, its structure, grammar and the communication strategies needed to manage professional communication.

Finally your practical skills in English – both written and oral – will be trained by producing many different types of texts and through oral presentations, negotiations and interactions. You should also be aware that you will be evaluated on your English skills both when it comes to form and content and not least how well you manage to target the message to your audience.

## Course Overview

**IBC:** Common core course for both concentrations on MA IBC i.e. also offered as part of the concentration Intercultural Marketing.

**MCO:** Course within the concentration MCO

**ICM:** Course within the concentration ICM

**Mandatory IBC:** mandatory course for both MCO and ICM

1st semester (choose 3 out of 5 courses)	2nd semester	3rd semester	4th semester
International Strategic Management - IBC (7.5 ECTS)	Organizational Communication II: Cultures and Identities – MCO (7.5 ECTS)	Electives / Internship / Exchange (30 ECTS)	Master's thesis (30 ECTS)
Cross-cultural Management – IBC (7.5 ECTS)			
Financial and Legal Communication - IBC (7.5 ECTS)	Knowledge Work - MCO (7.5 ECTS)		
Organizational Communication I: Structures and Dynamics - MCO (7.5 ECTS)	International Business Negotiation - IBC (7.5 ECTS)		
Marketing Strategy and Planning in an International Perspective - ICM (7.5 ECTS)	Project in International Business Communication - IBC (7.5 ECTS)		
Communication Management - Mandatory IBC (7.5 ECTS)			