International Business Negotiation - 7.5 ECTS
(Common core course for both concentrations on MA IBC)

Learning objectives
To achieve the grade 12, students should meet the following learning objectives with no or only minor mistakes or errors:
- analyze conflict and solution potential of given cases
- identify and explain relevant theoretical negotiation issues, e.g. expectation, cognition, decision or stakeholder issues
- discuss theory, analytical methods and empirical data with critical reflection
- identify and explain potential pitfalls of a language or culture related nature

Examination
| Exam ECTS | 7.5 |
| Examination form | Written sit-in exam |
| Individual or group exam | Individual |
| Assignment type | Written assignment |
| Duration | 4 hours |
| Grading scale | 7-step scale |
| Examiner(s) | One internal examiner |
| Exam period | Summer |
| Aids allowed to bring to the exam | Limited aids, see the list below: |
| | - Written-sit-in-exam on CBS' computers |
| | - Books and compendia brought by the examinee |

Make-up exam/re-exam
Same examination form as the ordinary exam
If the number of registered candidates for the make-up examination/re-take examination warrants that it may most appropriately be held as an oral examination, the programme office will inform the students that the make-up examination/re-take examination will be held as an oral examination instead.

Course content and structure
The course aims to equip students to conduct successful negotiations, and to identify, explain and handle patterns of professional conflicts of interest, both within the multicultural and dispersed organization, e.g. between management and employees, and between organizations, e.g. as buyers or sellers; to enable them to trace the sources of effective and non-effective interaction, and to make informed choices of a language or culture related nature.

Thematic clusters, angled to include international and intercultural aspects:
- distributive and integrative negotiation styles
- ethical and effective decision making involving two or multiple parties
- conflict solution and mediation

The course utilizes concepts found in argumentation theory, negotiation and decision theory, and intercultural conflict handling theory.

Practical skills:
Skills in strategic decision making, risk assessment, and conflict handling are trained through negotiation cases and simulations.

Teaching methods
Lectures, seminars and practical negotiation exercises with feedback

Expected literature
a textbook, e.g. Jeanne Brett, Negotiating Globally, Wiley 2014 and assorted journal articles.
**Organizational Communication II: Cultures and Identities – 7.5 ECTS**

(Course within the concentration MCO)

**Learning objectives**

To achieve the grade 12, students should meet the following learning objectives with no or only minor mistakes or errors: On the basis of insight into the ongoing production and reproduction of cultures and identities in international business contexts and into the nature of the communication that constitutes and produces such cultures and identities, students should be able to:

- Reflect on the communicative practices that constitute organizations
- Recognize the role of communication in the production and reproduction of cultures and identities in international business contexts
- Identify the ways in which communicating practices can be used to coordinate and control activities of organizational members and relations with stakeholders
- Analyze and explain globalization, deregulation and innovation business phenomena through a cultural and communicative lens

**Examination**

| Exam ECTS | 7,5 |
| Exam form | Oral Exam |
| Individual or group exam | Individual |
| Size of written product | Max. 5 pages |
| Duration | 20 min. per student, including examiners’ discussion of grade, and informing plus explaining the grade |
| Grading scale | 7-step scale |
| Examiner(s) | One internal examiner |
| Exam period | Summer |
| Aids allowed to bring to the exam | Limited aids, see the list below: |
| Make-up exam/re-exam | Same examination form as the ordinary exam |

**Exam procedure:** sit-in exam on the basis of questions relating to the course’s theoretical material

**Course content and structure**

The course focuses on the role of communication practices in the production and reproduction of cultures and identities in international business contexts and into the nature of the communication that constitutes and produces such cultures and identities. A special emphasis will be given to international business contexts resulting from globalization, deregulation and innovation. Communication practices that arise in language (spoken, written, gesture) will be discussed and analyzed. Examples of such communicative practices can be found in annual reports, official speeches, investors meetings, corporate magazines, brochures, archive, and minutes of board meetings but also include news report, pictures, photographs and movies.

Communication practices will be linked to activities of organizational members and relations with stakeholders. Theoretical perspectives addressed in this course include: organizational identity and organizational culture, communicative practice in the production of organizational cultures and identities, as well as theories of organizational communication, management and organization.

Clusters will be organized around specific thematic section i.e. globalization, deregulation, financial crises, business ethics, or responsible management. Students will use recent business cases for planned assignments.

**Teaching methods**

The course combines lectures, discussion, exercises in groups, and presentations. In order to relate the course to corporate practice the course a part of the course will be based on a case study regarding culture and identity in the banking sector.

**Expected literature** (preliminary list)


**MA in International Business Communication – 2nd semester**

**Multicultural Communication in Organizations**


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**Knowledge Work Within and Between Organizations – 7,5 ECTS**

(Course within the concentration MCO)

**Learning objectives**

To achieve the grade 12, students should meet the following learning objectives with no or only minor mistakes or errors:

- Apply theories to critically assess corporate approaches to knowledge work and sharing in an organization
- Identify and approach common problems pertaining to tacit knowledge in an organizational knowledge exchange practice
- Examine the role of the influence of different cultures in an organization for knowledge management practices
- Identify and analyse sociological phenomena, e.g. communities of practice and networks of computer-mediated communication
- Construe plausible and theoretically well-founded explanations in concrete analyses of empirical cases

**Examination**

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**Description of the exam procedure**

Individual synopsis of max 5 pages, addressing a set theme, which will include a case description, a research question, and a recommendation, together with a theory-based account of the background for the recommendation

**Course content and structure**

The purpose of the course is to provide theoretical and empirical insight into various cultural, organizational, and communicative barriers to knowledge sharing within and between organizations, and to develop a contextualized understanding of the type of practical boundary spanning skills that is involved in expert communication.

The course will consist of lectures and seminars on broad themes like:

- The knowledge-intensive organization in historical perspective
- Current conceptualizations of knowledge work
- The relation between knowledge and (sub)culture(s)
- Specialization and systematic miscommunication within and between organizations
- Institutional ecology and boundary objects
- The role of boundary spanners/knowledge brokers
- Understanding knowledge as a practice
- The network lens on organizational communication and knowledge work in collectives
Teaching methods
The course will consist of seminars, lectures and input from student work groups, facilitated by an interactive platform. Students will present one group assignment in class.

Expected literature

Project in Multicultural Communication in Organizations – 7,5 ECTS
(Course within the concentration MCO)

Learning objectives
To achieve the grade 12, students should meet the following learning objectives with no or only minor mistakes or errors: At the end of the course, students are expected to be able to
- Make informed methodological choices and motivate these;
- Include one or more theories related to the research question in order to develop concrete hypotheses or to explain the findings;
- Identify relevant challenges in intercultural marketing or organizational communication;
- Write up a group based, empirically based project that relates to an organizational / inter-cultural marketing challenge that the students have identified using appropriate communication strategies and demonstrating high English language competences;
- Critically analyze empirical data from a relevant theoretical point of departure and have a well-reasoned research question, which delimits the field of research and provides a clear direction for the study;
- Reflect on issues and findings in organizational communication or intercultural marketing that have been identified as challenges.

Examination
| Exam ECTS | 7,5 |
| Examination form | Oral exam based on written product |
| In order to participate in the oral exam, the written product must be handed in before the oral exam; by the set deadline. The grade is based on an overall assessment of the written product and the individual oral performance. |
| Individual or group exam | Individual |
| The project is prepared in groups (3-4 students) with individual oral defense. |
| Size of written product | Max. 20 pages |
| Assignment type | Project |
| Duration | Written product to be submitted on specified date and time. 20 min. per student, including examiners' discussion of grade, and informing plus explaining the grade |
| Grading scale | 7-step scale |
| Examiner(s) | Internal examiner and external examiner |
| Exam period | Summer |
MA in International Business Communication – 2nd semester
Multicultural Communication in Organizations

Course content and structure
The course prepares students for thesis work and allows students to topic-wise draw on MA IBC courses that they have taken or are taking in their 2nd semester. Students select a topic of interest and work in groups of 3-5 students. The purpose of the course is to enhance students’ ability to conduct a theoretically, methodologically and empirically well—founded research of a business relevant topic. The student groups freely choose a research question within the limits of the themes covered by the IBC courses. The research question must relate to business and marketing /organizational communication situations broadly understood.

Students are introduced to methods in marketing and organizational communication analysis to enable them to make informed choices as regards answering a research question addressing a marketing or organizational challenge that they have identified. Following the introductory lectures, students will subdivide into groups or clusters that will address more specific issues and challenges related to their project.

Supervision and tutorials/workshops constitute the bulk of course work together with the study of methods and challenges in methodological choice(s). Supervision will be taken care of by course teachers from either the ICM line or the MCO line supplemented by lecturers, who have special methodology seminar competences.

The supervisor assigned to each group will assist with formulation of the research question, choice of theory, method, data collection, data analysis and the structure of the paper. Students and supervisors meet on a regular basis. The project groups are expected to send drafts or preliminary notes to the supervisor before each meeting.