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Module Specification:

Communication for International Project Management
Intercultural Communication for the Global Workplace

Within the Erasmus+ KA2 Capacity Building Project (CBHE) CompIIT
Competences for International Innovation Projects
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1 Summary

In a global workplace, employees may collaborate in different projects and communicate across time zones, through navigating cultural differences. This type of environment, however, requires organizations to adopt strategies for effective cross-cultural communication, diversity and inclusion initiatives, and flexible work arrangements. The global workplace reflects the interconnected nature of the modern economy, where businesses operate on a global scale, tapping into talent and markets worldwide. Adaptability, cultural competence, and collaboration are essential skills for success in such an environment. In a global workplace, team members come from diverse cultural backgrounds, each with its own communication norms, work styles, and expectations. Project managers need to be culturally sensitive and aware of these differences to foster a positive and inclusive work environment. This includes adapting communication methods, understanding intercultural nuances, and incorporating diversity and inclusion practices into project management. Project teams in a global workplace are often geographically dispersed. Project managers must utilize technology to facilitate seamless collaboration among team members regardless of their location. This may involve setting up virtual communication channels, utilizing project management software with collaboration features, and establishing regular meetings to ensure alignment and progress. In line with this, Intercultural communication plays a crucial role in the effective management of projects in a global workplace. More specifically, in a global workplace, project managers must navigate the diverse cultural backgrounds of team members and stakeholders. Intercultural communication skills are essential for understanding and respecting these cultural differences in communication styles, decision-making processes, work preferences and for conducting negotiations. This understanding helps project managers tailor their communication strategies and project approaches to accommodate diverse cultural perspectives. Intercultural communication involves not only language proficiency but also an understanding of cultural nuances, nonverbal cues, and implicit communication patterns. Project managers need to communicate clearly and effectively across cultural boundaries to ensure that messages are accurately conveyed and understood by all team members. This may involve adapting language, tone, and communication channels to align with cultural preferences and norms. Cultural differences can sometimes lead to misunderstandings, conflicts, or misinterpretations within project teams. Intercultural communication skills

enable project managers to navigate and resolve conflicts by fostering open dialogue, promoting empathy and understanding, and finding mutually acceptable solutions that respect diverse perspectives and cultural sensitivities. English is the lingua franca of global business and project management. However, in a diverse team, not all members may have English as their first language. For this, ESP (English for Specific Purposes) for project managers should involves developing language proficiency tailored to the specific needs of project management, including vocabulary related to project planning, risk management, and stakeholder communication. This proficiency will enable project managers to communicate effectively with team members and stakeholders from different linguistic backgrounds, fostering clarity and understanding in intercultural contexts. This will therefore develop cultural sensitivity in language use, which includes understanding how language choices, idiomatic expressions, and communication styles may vary across cultures. By being aware of cultural nuances in language, project managers can avoid misunderstandings, misinterpretations, or unintended offense in their communication with multicultural teams and stakeholders. For example, using simple and straightforward language while avoiding slang or idioms that may not be universally understood can enhance clarity and effectiveness in intercultural communication. Last but not least, project managers should be trained to master conflict resolution and negotiation skills. This involves understanding how cultural differences may influence conflict perceptions, communication styles, and negotiation strategies. By incorporating cultural awareness into conflict resolution and negotiation processes, project managers can facilitate constructive dialogue, bridge cultural divides, and reach mutually acceptable solutions that align with the goals and priorities of diverse stakeholders. According to the Project Management Institute (PMI), 90% of a project manager's role focuses on communication-related activities (PMBOK Guide, 2017). Modular training package "Communication for International Project Management" consists of four modules which each focus on critical communication skills required for managing projects in an international context. Learning materials will be in English and will be developed for hybrid delivery, combining online and on-site learning activities. Regardless of the central communication skills, all modules share certain features that will be described in the accompanying didactic concepts (see WP2) for the teachers - trainers, including the chosen theoretical approach (e.g., social constructionism, pragmatics), methodology (e.g., experiential learning, language awareness), and methods (e.g., blended learning, critical

incidents). The training package contains one compulsory core module (4 ECTS) and two elective modules, each representing 3 ECTS, two of which (Communication for International Project Management; Presentation skills in Intercultural Communication) will be taken by the students. This structure allows for more flexibility to the higher education institutions, program coordinators, and students in the partner country to tailor the package according to their needs. The core module focuses on Intercultural communication for the global workplace.

Overall Learning Outcomes:

1. Understand the importance of intercultural communication in the global workplace, including the impact of cultural differences on communication, decision-making, and collaboration in project management.
2. Develop cultural competence to recognize, respect, and effectively navigate diverse communication styles, work practices, and expectations within international teams.
3. Apply communication strategies to foster inclusive and respectful work environments by addressing and adapting to intercultural nuances, nonverbal cues, and implicit communication patterns.
4. Enhance language proficiency for global project management, including tailored communication in English for specific project management contexts such as planning, risk management, and stakeholder communication.
5. Identify and address communication barriers that may arise from cultural differences, language issues, and varying conflict perceptions, ensuring clarity and understanding across diverse teams.
6. Develop advanced presentation skills tailored to intercultural audiences, ensuring clarity, engagement, and cultural sensitivity.
7. Analyze the role of non-verbal communication and other cultural nuances in effective presentations, adapting techniques to suit diverse audiences.
8. Enhance language proficiency for delivering presentations, particularly in English for international project management contexts.
9. Evaluate the impact of cultural diversity on presentation styles and audience expectations, and tailor presentations to meet the needs of diverse stakeholders.

10. Strengthen the ability to facilitate effective communication in high-stakes presentations, fostering understanding and buy-in from diverse, global audiences.

Learners will learn to distinguish between high and low power distance cultures and understand how these influence communication and presentation styles. They will learn to develop skills to captivate and interact with their audience, ensuring a connection that fosters effective communication. The learners will also learn how to use non-verbal communication, including gestures, eye contact, and body language for having persuasive and powerful communication. The module involves a wide range of competencies, including clarity of speech, structured communication, confident body language, and the effective use of visual aids.

Target Group Analysis: The module is designed for academic members from Linguistics, Management, and IT faculties, and the elective package is intended for third-year Bachelor's students with an IT, Linguistics, and Management-oriented focus. Sufficient prior knowledge of English, as well as familiarity with soft skills and team collaboration, is required.

Competences & Learning Outcomes:

- Develop the ability to navigate and adapt to diverse cultural contexts, understanding and respecting different communication styles, decision-making processes, and work practices in global teams.
- Gain proficiency in intercultural communication, including the ability to effectively convey and interpret messages across cultural boundaries, adapting communication methods to ensure clarity and mutual understanding.
- Enhance English language skills tailored specifically to the needs of project management, focusing on vocabulary and communication strategies related to project planning, risk management, stakeholder communication, and team collaboration in a global context.
- Build the capacity to design and deliver presentations tailored to intercultural audiences, considering cultural differences in communication preferences and non-verbal cues to enhance engagement and understanding.

Selection of Content:

- Key concepts of intercultural communication
- The role of culture in shaping communication styles and expectations
- Understanding cultural dimensions (e.g., Hofstede's Cultural Dimensions Theory)
- The importance of cultural sensitivity in project management
- Vocabulary and terminology related to project management
- Communication strategies for stakeholders, teams, and clients
- Language use in formal and informal communication within international projects
- Developing writing skills for project reports, emails, and proposals
- Structuring presentations for diverse audiences
- Adapting visual and verbal communication for cultural sensitivities
- Techniques for engaging and persuading intercultural audiences
- Presenting complex project data in an accessible and clear manner for global stakeholders

Activities and Teaching/Learning Methods:

- Lectures and Presentations
- Case Studies and Real-World Scenarios
- Role-Playing and Simulation Activities
- Workshops and Practical Exercises
- Group Discussions and Collaborative Learning
- Guest Speakers and Expert Panels

Teaching Materials/Literature/Media/Technical Requirements/Lab Equipment: Lecture Slides & Handouts, Lecture handouts summarizing key

concepts, frameworks, Printable role-playing scripts, Templates for group activities

Competence Assessment:

- Knowledge: oral presentation
- Group work: make a group presentation
- Scientific paper: homework (individual or group) written based on deductive methods (literature review), review, review results for other papers.

Curricula Integration: Electives in the 3rd year, second semester of a Bachelor's program, as part of a specialization in Management, IT and Linguistics.

Quality Evaluation: Quality review by experts, evaluation of teaching activities

This specific document presents the Modular Training Package "Communication for International Project Management." The elective modules are presented in a separate document.

Modular training package "Communication for International Project Management" is designed to develop the intercultural communication competence of graduates and lecturers with respect to the professional and intercultural aspects of English language communication in virtual, cross-border project settings. Understand the importance of intercultural communication in the global workplace. The key idea in each submodule is that learners come to recognize and respect cultural differences in communication styles, norms, and values. The learners come to understand the ways of applying intercultural communication strategies to enhance collaboration and productivity in the workplace. Also, the modules is designed to get students acquired with practical skills for navigating cross-cultural interactions effectively. Through interactive activities, case studies, and discussions, participants will gain an understanding of cultural differences, develop empathy and respect for diverse perspectives, and learn practical strategies for enhancing communication across cultures.

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2. Introduction to the module

The **Modular Training Package "Communication for International Project Management"** is designed to equip graduates and lecturers with the essential skills needed to navigate the complexities of intercultural communication in virtual, cross-border project settings. As businesses increasingly operate on a global scale, effective communication across diverse cultures has become a critical aspect of successful project management. This training package focuses on enhancing the ability to communicate in English while acknowledging and respecting cultural differences that influence communication styles, norms, and values. The global workplace is marked by a blend of cultural backgrounds, and understanding these differences is essential for building strong, effective teams. The modules in this training package are structured to help learners recognize the importance of intercultural communication and understand how it can enhance collaboration and productivity in multinational teams. By focusing on the professional and intercultural aspects of English-language communication, this package addresses the specific challenges and opportunities faced by project managers in international settings. Each submodule emphasizes the practical application of intercultural communication strategies. Trainees will explore how cultural differences shape workplace interactions and how they can adapt their communication styles to foster mutual understanding and respect. This process involves not only theoretical learning but also hands-on experience through interactive activities, case studies, and group discussions. Participants will be encouraged to apply these strategies in real-world scenarios, developing both the confidence and competence required to navigate diverse communication challenges. The training package also focuses on the development of soft skills, such as empathy, adaptability, and active listening, which are crucial for managing cross-cultural interactions. By fostering a deeper understanding of cultural nuances and communication preferences, students will learn how to engage with colleagues, stakeholders, and clients from different cultural backgrounds in a way that promotes collaboration, reduces misunderstandings, and enhances project outcomes. Ultimately, this training aims to prepare students and professionals to thrive in an increasingly interconnected global environment. With a focus on both theoretical insights and practical skills, the course offers learners the

tools to communicate effectively across cultures, manage virtual teams, and lead international projects with a high degree of cultural sensitivity and awareness. The skills gained through this training will prove invaluable in any international project setting, helping participants enhance their career prospects and contribute to the success of globally diverse teams.

The module is structured as follows:

1) **Introduction to Intercultural Communication in Global Project Management**

- Overview of intercultural communication and its importance in the global workplace.
- Key concepts and frameworks for understanding cultural differences in communication styles, norms, and values.
- The role of intercultural communication in enhancing project management success in multinational teams.

2) **Cultural Dimensions and Communication Styles**

- Examination of cultural frameworks (e.g., Hofstede's dimensions, Trompenaars' model) and how they influence communication.
- Analysis of different communication styles across cultures, including high-context vs. low-context communication, direct vs. indirect communication, and nonverbal cues.
- Case studies to illustrate the impact of cultural differences on communication within project teams.

3) **Strategies for Effective Cross-Cultural Communication**

- Practical strategies for overcoming communication barriers in diverse teams, including language differences, cultural misunderstandings, and misinterpretations.
- Techniques for active listening, conflict resolution, and fostering inclusivity in virtual, cross-border project settings.
- Tools for building rapport and establishing trust in multicultural teams.

Throughout the module, trainees will engage with interactive exercises, case studies, and group discussions to develop both theoretical knowledge and practical skills. This structure ensures that students are well-equipped to manage projects in a globalized, multicultural

environment, with an emphasis on effective communication, collaboration, and conflict resolution

3. Module Description

3.1 Overall Learning Outcomes

Knowledge: Upon completion of this module, participants will be able to:

- identify and understand how cultural norms, values, and social behaviors influence communication in the global workplace, including different approaches to hierarchy, decision-making, and team dynamics.
- understand the role of language in intercultural communication, including challenges such as language barriers, misinterpretations, and cultural differences in communication styles and how these affect project management.

Skills: Upon completion of this module, participants will be able to:

- develop the ability to adapt their communication style to different cultural contexts. This includes using appropriate language, tone, and non-verbal cues to communicate clearly and effectively in diverse team settings.
- effectively communicate with international teams in virtual settings, adjusting their communication strategies to accommodate cultural preferences in digital platforms and across time zones.
- resolve communication-related conflicts in intercultural settings, understanding how cultural differences influence conflict perceptions, and applying culturally sensitive strategies to find mutually acceptable solutions.

Ability & Attitude: Upon completion, participants will develop the ability and attitude to:

- demonstrate an open-minded and respectful attitude toward cultural diversity, recognizing the value that diverse perspectives bring to communication and collaboration in project teams.
- cultivate an attitude of inclusivity, ensuring that all voices and perspectives are valued in cross-cultural communication and that cultural differences are seen as strengths rather than barriers.

- adopt a mindset of continuous learning, recognizing the importance of adapting their communication styles and strategies to fit the cultural contexts they encounter in international project environments.
- develop self-awareness about their own cultural assumptions and communication behaviors, becoming reflective practitioners who are mindful of how their culture shapes their interactions with others.

Learning Outcomes/Competences need to consider several competence domains

- **Technical Competence**: Effective Use of Communication Tools in International Projects, Language Proficiency for Project Management Contexts
- **Professional Competence**: Intercultural Communication in Professional Settings, Ethical Considerations in Intercultural Communication, Collaboration and Team Building in Multicultural Environments
- **Global Competence**: Intercultural Sensitivity and Awareness, Cultural Empathy and Understanding, Navigating Cross-Cultural Ethical Dilemmas

3.2 Target Group Analysis

Academic Members from the Linguistics, Management and IT departments.

- English proficiency (minimum B2 level)
- Mapping out common cultural communication differences (e.g., high-context vs. low-context communication) and analyze how these differences impact project management.
- Simulate a cross-cultural team exercise where participants must make decisions and collaborate on a project. Debrief with a focus on communication challenges and solutions.
- Competence goals: Develop the ability to recognize and understand the impact of cultural norms, values, and behaviors on communication in international and cross-cultural environments.

Content

The course is designed to equip participants with essential knowledge, skills, and attitudes for effective intercultural communication in diverse professional environments.

The content is structured to cover foundational concepts, practical applications, and key competencies that align with the learning and competence goals. The primary aim of this course is to equip participants with the knowledge, skills, and attitudes necessary to effectively communicate and collaborate in multicultural and international environments. Specifically, the course seeks to:

1. Enhance Intercultural Understanding

- To provide participants with a comprehensive understanding of how cultural differences influence communication, decision-making, hierarchy, and team dynamics in the global workplace.
- To raise awareness of the importance of intercultural competence in fostering positive and productive international working relationships.

2. Develop Practical Communication Skills

- To enable participants to adapt their communication style to effectively navigate diverse cultural settings, both in face-to-face and virtual interactions.
- To develop participants' ability to recognize and overcome communication barriers caused by language differences, cultural norms, and non-verbal cues.

3. Improve Conflict Resolution Abilities

- To enhance participants' ability to recognize, manage, and resolve communication-related conflicts in multicultural teams.
- To equip participants with culturally sensitive conflict resolution strategies that lead to constructive outcomes in cross-cultural settings.

4. Foster Effective Virtual Communication

- To help participants develop the necessary skills to manage virtual communications and teams across different time zones and digital platforms, while accounting for cultural differences.

- To enable participants to leverage digital tools effectively for intercultural collaboration, ensuring seamless communication in international, virtual work environments.

5. Promote Cultural Intelligence (CQ) and Inclusivity

- To foster the development of cultural intelligence, helping participants to adapt and be more effective in diverse cultural environments.
- To encourage participants to cultivate an inclusive mindset that values diverse perspectives, promotes equal participation, and respects cultural differences in the workplace.

6. Prepare Participants for Leadership in Multicultural Settings

- To prepare participants, particularly those in management or leadership roles, to lead multicultural teams effectively, adapting leadership styles to suit different cultural contexts.
- To develop the skills necessary to make culturally informed decisions, manage diverse teams, and foster an inclusive, respectful environment that encourages collaboration.

Course Structure

1. Introduction to Intercultural Communication

- **Overview of Intercultural Communication**:
  - Definition, significance, and key principles
  - The importance of intercultural communication in global workplaces
- **Cultural Dimensions and Theories**:
  - Hofstede’s Cultural Dimensions Theory
  - Edward T. Hall's High-context vs. Low-context Cultures
  - Trompenaars' Cultural Dimensions
- **Barriers to Effective Intercultural Communication**:
  - Language differences, misinterpretations, and stereotypes
  - Non-verbal communication differences (e.g., gestures, body language)

- **Key Concepts**:
  - Culture, ethnicity, identity, and power in communication
  - Understanding cultural assumptions and biases

2. Understanding Cultural Norms and Values

- **Cultural Norms and Their Impact on Communication**:
  - Individualism vs. collectivism and how it shapes communication
  - Approaches to hierarchy and authority in different cultures
  - Role of decision-making and conflict resolution across cultures
- **Impact on Team Dynamics and Leadership**:
  - Group vs. individual communication styles
  - Hierarchical vs. egalitarian leadership in multicultural teams
  - Decision-making processes across cultures: consensus vs. authority-based decisions
- **Case Studies**:
  - Real-world examples of communication breakdowns and successes in multicultural teams

3. Language and Communication Styles

- **The Role of Language in Intercultural Communication**:
  - How language influences perception, understanding, and interaction
  - Language barriers and their impact on collaboration
  - Strategies for overcoming language differences
- **Communication Styles Across Cultures**:
  - Direct vs. indirect communication
  - Formality, politeness, and tone variations in intercultural communication
- **Practical Applications**:
  - Adapting language and tone for clarity in intercultural communication
  - Using digital tools to bridge language gaps in global teams

4. Virtual Communication in Multicultural Teams

- **Challenges of Virtual Communication**:

  - Time zone differences, remote work, and digital platforms
  - Communication gaps in virtual settings (e.g., email, video conferencing)
  - Technology use across different cultural contexts
- **Best Practices for Virtual Communication**:
  - Adjusting communication methods for different cultural contexts (e.g., synchronous vs. asynchronous communication)
  - Creating effective virtual meetings across cultures
  - Managing multicultural teams in virtual environments
- **Tools and Platforms for Virtual Collaboration**:
  - Introduction to digital tools for international teams (e.g., Slack, Microsoft Teams, Zoom, Trello)
  - Effective use of virtual collaboration tools for managing cultural differences

5. Conflict Resolution and Negotiation

- **Understanding Cross-Cultural Conflicts**:
  - How cultural differences affect conflict perceptions and resolution approaches
  - Case studies of cultural misunderstandings and conflicts in global teams
- **Conflict Resolution Strategies**:
  - Strategies for resolving intercultural communication conflicts
  - Techniques for promoting understanding and collaboration
  - Culturally sensitive approaches to negotiation
- **Role-Playing Exercises**:
  - Participants engage in role-play to practice conflict resolution in intercultural settings

6. Developing Cultural Intelligence (CQ)

- **What is Cultural Intelligence?**:
  - The four components of CQ: cognitive, motivational, behavioral, and metacognitive
  - How to measure and improve cultural intelligence
- **Adapting Communication for Cultural Contexts**:

- Building self-awareness and empathy in intercultural communication
- Developing the ability to adapt communication strategies to fit diverse cultural settings

- **Fostering Inclusivity and Respect**:
  - Creating inclusive environments in multicultural teams
  - Recognizing and valuing diverse perspectives
  - Techniques for inclusive leadership and communication

3.3 Teaching & Learning Activity Plan

A) Teaching/learning methods per competence:

Competence 1: Cultural Awareness and Sensitivity

Knowledge

Learning Objective: Participants will develop an understanding of how cultural norms, values, and behaviors impact communication in international and cross-cultural environments.

Teaching/Learning Methods:

1. **Lecture/Presentation**: Introduction to key cultural theories (e.g., Hofstede, Trompenaars).

Activity: A lecture that explains how culture influences communication, followed by a discussion on real-world examples of cultural differences in the workplace.

2. **Case Study Analysis**: Real-world examples of cultural clashes in teams.

Activity: Analyze a case study where cultural differences led to communication breakdowns, identifying key cultural influences.

Skills

Learning Objective: Participants will develop the ability to identify cultural norms and values that influence communication in global teams.

Teaching/Learning Methods:

1. **Group Discussion**: Discuss how different cultural norms (e.g., hierarchy, decision-making) impact communication styles and collaboration.

Activity: Small group discussions where participants share their personal experiences with cultural differences in the workplace.

2. **Interactive Quiz**: To reinforce cultural dimensions and their impact on communication.

Activity: Online quiz testing participants' understanding of different cultural theories and their practical applications.

Abilities/Attitudes

Learning Objective: Participants will adopt a mindset of open-mindedness and respect toward cultural diversity, seeing it as an asset in communication and teamwork.

Teaching/Learning Methods:

1. **Self-Reflection**: Reflecting on personal cultural assumptions and biases.

Activity: Participants write reflections on how their cultural background influences their communication behavior.

2. **Group Reflection**: Discuss the value of cultural diversity in teams.

Activity: Group sharing of how participants see cultural differences as strengths for better communication and collaboration.

Competence 2: Effective Intercultural Communication

Knowledge

Learning Objective: Participants will gain an understanding of communication styles, including language use, tone, and non-verbal cues, and how these differ across cultures.

Teaching/Learning Methods:

1. **Lecture on Communication Styles**: Explain different communication styles (e.g., direct vs. indirect, high-context vs. low-context).

Activity: Presentation on how these styles can impact team dynamics, followed by a Q&A to clarify concepts.

2. **Case Study**: Communication styles in global teams.

Activity: Analyze case studies where communication misalignments affected project outcomes.

Skills

Learning Objective: Participants will develop the ability to adjust their communication style to effectively interact with colleagues from different cultures.

Teaching/Learning Methods:

1. **Role-Playing**: Simulate intercultural communication scenarios.

Activity: Participants role-play different workplace situations (e.g., negotiating, providing feedback) using culturally appropriate communication styles.

2. **Peer Feedback**: Provide feedback on communication style adaptations.

Activity: Participants give feedback to peers after role-playing to refine communication strategies.

Abilities/Attitudes

Learning Objective: Participants will develop the ability to approach intercultural communication with flexibility, demonstrating an adaptive attitude in diverse cultural contexts.

Teaching/Learning Methods:

1. **Debriefing Sessions**: Reflect on the experience of adapting communication styles.

Activity: Group debrief to discuss how adjusting their communication affected the effectiveness of interactions.

2. **Mindset Development**: Cultivate the ability to remain open and adaptive in multicultural settings.

Activity: Participants reflect on personal communication challenges and how they can improve their flexibility.

B) Didactic concept:

The didactic concept for this course is designed to ensure that participants not only gain theoretical knowledge but also develop the practical skills and attitudes needed for effective intercultural communication in global workplaces. The course integrates active learning, experiential activities, reflective practices, and peer-based learning to ensure a holistic and engaging learning experience.

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1. Learner-Centered Approach

The course will be designed with a **learner-centered** approach, focusing on the needs and experiences of the participants. Learners will be actively involved in shaping their own learning through:

- **Personal Reflections**: Encouraging participants to reflect on their own cultural assumptions, communication behaviors, and how these affect their interactions with others.
- **Interactive Learning**: Emphasis will be placed on interactive activities such as role-playing, group discussions, and simulations, which allow participants to actively engage with the material and learn by doing.

This approach allows participants to connect the theoretical concepts of intercultural communication with real-world situations, making the learning process more relevant and impactful.

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2. Constructivist Learning

The course will follow a **constructivist** approach, where participants actively construct their knowledge through interaction with content, peers, and instructors. Learning will be facilitated through:

- **Problem-Solving Activities**: Participants will engage in case studies, role-plays, and simulations where they solve real-world intercultural communication problems.
- **Collaborative Projects**: Group-based activities will provide opportunities for participants to learn from one another, exchange ideas, and reflect on different perspectives.

By learning in a social context, participants can confront different viewpoints, challenge assumptions, and broaden their understanding of intercultural dynamics.

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3. Experiential Learning

The course will emphasize **experiential learning** to help participants apply the concepts they learn to real-world situations. Learning will be structured around:

- **Role-Playing and Simulations**: Participants will be asked to take on various roles, such as managers, team members, or leaders in a multicultural setting. This immersive experience will enable them to experiment with different communication styles and conflict resolution strategies.
- **Real-World Case Studies**: Case studies of multinational teams and global workplace dynamics will allow participants to examine the complexities of intercultural communication in practice.
- **Project-Based Learning**: Participants will work on a group project, simulating a multicultural team working remotely or in-person, where they will apply communication strategies and problem-solving techniques in intercultural settings.

These experiential activities allow participants to experience intercultural challenges firsthand and learn through trial and error, refining their communication strategies.

C) Learning Activity Plan:

Competence Area	Activity Title	Activity Type	Learning Outcome	Duration
Cultural Awareness and Sensitivity	Understanding Cultural Dimensions	Lecture/Discussion	Knowledge: Identify cultural norms, values, and their impact on communication in global teams	90 minutes
	Cultural Norms in Action: Case Study	Case Study Analysis	Knowledge: Analyze real-world cases of intercultural communication issues	60 minutes
	Reflecting on Personal Culture and Communication	Self-Reflection Exercise	Abilities/Attitudes: Reflect on personal cultural biases and communication styles	30 minutes
Effective Intercultural Communication	Communication Styles and Their Impact	Lecture/Discussion	Knowledge: Understand the role of communication styles in intercultural settings	90 minutes
	Role-Playing: Communication in Diverse Teams	Role-Play	Skills: Develop the ability to adapt communication styles in multicultural environments	60 minutes
	Peer Feedback on Communication Strategies	Peer Review	Skills: Receive and give feedback on intercultural communication skills	30 minutes
Cross-Cultural Conflict Management	Conflict in Global Teams: Causes and Solutions	Lecture/Case Study	Knowledge: Understand how cultural differences lead to conflict in teams	90 minutes
	Role-Playing: Resolving Cross-Cultural Conflict	Role-Play	Skills: Practice conflict resolution techniques in intercultural settings	60 minutes
	Group Discussion on Conflict Strategies	Group Discussion	Skills: Discuss and develop culturally appropriate strategies for conflict resolution	45 minutes
Virtual Communication in Multicultural Teams	Managing Virtual Teams Across Cultures	Lecture/Discussion	Knowledge: Understand challenges of virtual communication across cultures	90 minutes
	Virtual Collaboration Exercise	Group Activity	Skills: Apply strategies for managing virtual communication across time zones and cultures	60 minutes
	Reflection on Virtual Teamwork	Self-Reflection	Abilities/Attitudes: Reflect on challenges and strategies for effective virtual collaboration	30 minutes

Competence Area	Activity Title	Activity Type	Learning Outcome	Duration
Leadership and Management in Multicultural Settings	Multicultural Leadership: Styles and Approaches	Lecture/Case Study	Knowledge: Identify different leadership styles and their impact on team dynamics	90 minutes
	Group Project: Leading a Multicultural Team	Group Project	Skills: Practice leading a multicultural team, managing diverse communication styles	90 minutes
	Peer Feedback on Leadership Effectiveness	Peer Review	Skills: Provide feedback on leadership strategies in multicultural teams	30 minutes
Cultural Intelligence (CQ) and Inclusivity	Introduction to Cultural Intelligence (CQ)	Lecture/Discussion	Knowledge: Understand the four dimensions of cultural intelligence	90 minutes
	CQ Self-Assessment and Reflection	Self-Assessment Exercise	Abilities/Attitudes: Assess personal CQ and identify areas for improvement	30 minutes
	Applying CQ in Communication	Role-Play	Skills: Apply CQ principles to adjust communication behaviors in intercultural contexts	60 minutes
	Group Reflection: Promoting Inclusivity in Teams	Group Reflection	Abilities/Attitudes: Reflect on how inclusivity can be fostered in global teams	30 minutes

3.4 Teaching & Learning Resources

Lecture Slides and Presentations

- **Description**: PowerPoint presentations or similar tools will be used to convey theoretical content, such as cultural dimensions, communication styles, and conflict resolution strategies. These will be visually engaging with multimedia elements (images, videos, infographics) to enhance understanding.
- **Usage**: Presentations will serve as a framework for each module and will be shared with participants for review after class.

Case Studies

- **Description**: Real-world and hypothetical case studies will be used to examine intercultural communication challenges in global teams, including virtual and face-to-face scenarios. These case studies will explore both successes and failures in intercultural communication.
- **Usage**: Participants will analyze case studies in groups, facilitating problem-solving and discussions on best practices.

Handouts & Worksheets

- **Description**: Worksheets and handouts will provide guidelines, frameworks, and tools to help participants engage with the content and apply it in real-world scenarios (e.g., communication styles assessment, cultural intelligence assessment, conflict resolution strategies).
- **Usage**: These will be distributed before or during the activities to support learning.

3.5 Assessment Methods

a) Self-Assessment and Reflection

- **Description**: Participants will complete a **Cultural Intelligence (CQ) self-assessment** at the start and end of the course. They will also keep a reflective journal to track personal growth.
- **Learning Outcome**: **Self-awareness** and **cultural sensitivity**.

b) Peer and Group Feedback

- **Description**: Participants will provide feedback to peers during group activities and role-plays, assessing communication styles and teamwork.
- **Learning Outcome**: **Adaptation of communication styles** and **continuous learning**.

c) In-Class Participation

- **Description**: Active participation in class discussions and group exercises will be observed and evaluated.
- **Learning Outcome**: **Knowledge application** and **collaborative engagement**.

3.6 Quality Assurance - Evaluation

Quality assurance - Evaluation

1) Participant Feedback

a) Course Evaluation Surveys

- **Description**: At the end of the course, participants will complete a course evaluation survey. This survey will ask for feedback on various aspects of the course, including content relevance, teaching methods, learning resources, and the overall course experience.
- **Purpose**: To gather data on the effectiveness of the course and identify areas for improvement.

2) Instructor Evaluation

- **Description**: After the training, instructors will reflect on their teaching methods and the delivery of content.
- **Purpose**: To assess their effectiveness in engaging participants and addressing their learning needs.

3) Instant Polls/Surveys During Training

- **Description**: To gauge understanding during the session, **quick polls or surveys** will be administered at intervals.

- **Purpose**: To gather immediate feedback on specific topics and ensure participants are engaged.

4. Syllabus/Module Handbook

Intercultural Communication for the Global Workplace

Module Owner	**Credits**	**Duration**
Sona Hakobyan	4 ECTS	1 Semester

1	**Training Title** Intercultural Communication for the Global Workplace		**Planned Group Size** 20 participants
2	**Training Description** In today's globalized world, effective communication across cultures is essential for the success of teams working in diverse environments. This **training** is designed to equip professionals with the skills and knowledge needed to communicate effectively in intercultural settings. Through practical activities, case studies, and expert insights, participants will gain a deep understanding of how cultural differences influence communication, decision-making, and teamwork in global teams. Participants will learn how to navigate cultural barriers, adapt their communication styles to different contexts, and resolve conflicts that arise due to cultural differences. This training is particularly beneficial for individuals working in international teams, cross-cultural projects, or anyone looking to improve their intercultural competence in a global workplace.		

3	**Training Structure** **Session 1: Introduction to Intercultural Communication** Objective**: Introduce participants to the fundamentals of intercultural communication and its relevance in global teams.** Topics Covered**:** • What is intercultural communication? • The role of culture in communication • Cultural dimensions (Hofstede, Trompenaars) • Key barriers in intercultural communication (language, stereotypes, assumptions. **Session 2: Cultural Norms, Values, and Behaviors** **Objective**: **Explore how cultural norms and values shape communication and influence team dynamics.** Topics Covered**:** • High-context vs. low-context cultures • Understanding hierarchy, decision-making, and leadership styles across cultures • Non-verbal communication and its cultural variations **Session 3: Effective Communication Strategies for Global Teams** **Objective**: **Equip participants with strategies to adapt their communication styles in diverse cultural contexts.** Topics Covered**:** • Verbal and non-verbal communication in different cultures • Adjusting tone, language, and communication approach

	• Digital communication in multicultural settings (across time zones, virtual tools) **Session 4: Conflict Resolution in Multicultural Teams** **Objective**: **Learn strategies for managing and resolving conflicts that arise in intercultural contexts.** Topics Covered**:** • The cultural basis of conflict perceptions • Conflict management styles and their cultural roots • Effective conflict resolution strategies in multicultural teams **Session 5: Closing Reflection & Action Plan** **Objective**: **Reflect on the training content and create an actionable plan for applying skills in real-world scenarios**. Topics Covered**:** • Recap of key takeaways and communication strategies • Action plan for improving intercultural communication in the workplace **Activity**: Self-reflection exercise and creation of a personalized action plan to implement newly learned skills.

4	**Application Focus** The **application focus** of the **Training on Intercultural Communication for Global Teams** is to ensure that participants not only understand theoretical concepts but also acquire the practical skills and strategies they can apply immediately to their roles in diverse, multicultural environments. The training emphasizes hands-on learning, real-world applicability, and the development of personal action plans to enable participants to integrate intercultural communication strategies into their daily work practices

5 Learning outcomes

The following learning outcomes are designed around the key areas of **Knowledge and Understanding**, **Application and Generation of Knowledge**, and **Communication and Cooperation**. These outcomes will help participants develop the essential skills to effectively navigate intercultural communication in global team environments. Additionally, the training promotes **Scientific Self-Understanding/Professionalism**, helping participants reflect on their own development as professionals in multicultural settings.

1. Knowledge and Understanding

By the end of the training, participants will:

- **Understand the role of culture in communication**: Recognize how cultural norms, values, and behaviors influence communication styles, decision-making, and collaboration in global teams.
- **Identify key intercultural communication models**: Grasp the essential theories and frameworks (e.g., Hofstede's Cultural Dimensions, Trompenaars' Seven Dimensions of Culture) and understand their practical application to real-world communication scenarios.
- **Understand the impact of language and non-verbal cues**: Comprehend the importance of both verbal and non-verbal communication in different cultural contexts, including how these affect interactions in team settings.
- **Understand conflict dynamics in multicultural teams**: Learn how cultural differences influence conflict perception, resolution styles, and how to manage conflicts constructively in intercultural settings.

2. Application and Generation of Knowledge

By the end of the training, participants will be able to:

- **Apply intercultural communication strategies**: Use knowledge of cultural differences to adjust communication styles (tone, language, approach) in both face-to-face and virtual team settings.

- **Generate solutions to intercultural challenges**: Propose effective communication strategies for resolving misunderstandings, conflicts, or misinterpretations that arise from cultural differences in professional environments.
- **Adapt communication approaches across diverse cultural contexts**: Demonstrate the ability to modify communication styles, taking into account the cultural preferences and expectations of team members from different regions.
- **Generate new insights into team dynamics**: Reflect on and apply intercultural communication theories and frameworks to improve collaboration, decision-making, and leadership within diverse teams.

3. Communication and Cooperation

By the end of the training, participants will be able to:

- **Engage in cross-cultural communication with confidence**: Communicate effectively with colleagues from diverse cultural backgrounds, ensuring that communication is clear, respectful, and inclusive.
- **Collaborate effectively in multicultural teams**: Work harmoniously with international colleagues, appreciating cultural diversity and fostering an inclusive environment where all perspectives are valued.
- **Use digital platforms for intercultural communication**: Adapt communication strategies for virtual settings, ensuring that communication is clear and respectful despite challenges like time zones, language barriers, and virtual tools.
- **Resolve conflicts collaboratively in intercultural teams**: Apply conflict resolution strategies in a culturally sensitive way, taking into account different perceptions of conflict and cooperation across cultures.

4. Scientific Self-Understanding / Professionalism

By the end of the training, participants will:

	• **Develop self-awareness**: Reflect on their own cultural assumptions, biases, and communication behaviors, becoming more conscious of how these influence their professional interactions and effectiveness in global teams. • **Adopt a professional and respectful attitude toward cultural diversity**: Cultivate a mindset of respect and openness towards cultural differences, recognizing the value of diverse perspectives in professional and academic settings. • **Integrate continuous learning into professional practice**: Commit to ongoing personal and professional development in the field of intercultural communication, recognizing its importance in enhancing global team collaboration, leadership, and project management. • **Exhibit professionalism in intercultural settings**: Approach intercultural communication with professionalism, recognizing that it is an essential skill for success in modern, globalized workplaces and academia.
8	**Teaching and training methods** • Lectures and Presentations • Role-Playing and Simulation • Group Discussions and Brainstorming • Reflection Activities • Peer Feedback and Collaborative Learning

5. References

Books

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   DOI: https://doi.org/10.4135/9781452233826
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Journal Articles

3. **Gudykunst, W. B., & Kim, Y. Y. (2017).** *Communicating with Strangers: An Approach to Intercultural Communication (7th ed.).*
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Additional References

9. **Dunn, S. A., & McAuliffe, G. (2012).** *Intercultural Communication: A Critical Introduction.*
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DOI: (This book may not have a DOI, but it is available for purchase or access via academic libraries.)
10. **Stahl, G. K., Maznevski, M. L., Voigt, A. T., & Jonsen, K. (2010).** *Unpacking Culture: A Typology of Culture in IB Research.*
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