



INTERNATIONAL
MANAGEMENT
COMMUNICATIONS:

Problems In
Using English for
Cross-Cultural Communication
In Business

September 17-22, 1984

Language Institute of Japan
Odawara, Japan

LJOJ

Businessmen who find it necessary to interact with individuals from other countries through the medium of English often find themselves misunderstood, even though they may be native or near-native speakers of the language. They see their best intentions misread or backfiring and at the same time find it difficult to predict the reactions and intentions of others. Although English is the language being used, different cultures use different ways to convey information and manage relations, and wrong inferences are likely to be drawn, which result in a breakdown of communication. Such instances of cultural miscommunication can result in lost business opportunities, decreased productivity, personal frustration, and an early return of employees from abroad. They are also a factor in poor company morale and a higher than expected staff turnover, and can often create a poor image of the organization to host nationals.

The International Management Communications program has been designed specifically to assist businessmen in developing techniques of clarifying misunderstanding and avoiding or resolving cultural miscommunication. It is scheduled to be held at the Language Institute of Japan (LIOJ) in Odawara, Japan, September 17-22, 1984.

PARTICIPANTS: The program is limited to twenty native and non-native speakers of English who are involved in international business. Particularly valuable to those who:

- manage or train foreigners/Japanese within their company or on site abroad
- negotiate for their company with foreigners/Japanese
- sell their company's products to foreign/Japanese buyers/suppliers

OBJECTIVES:

- To identify and interpret problems which arise when English is used to manage relations between native and non-native speakers in business situations;
- To clarify the role of ethics in international communication;
- To devise effective communication strategies for the international businessman.

STAFF: A team of trainers from the U.S. and Japan with a particular interest in cross-cultural interaction and the use of English as an international language in business. Trainers will include:

Larry Smith, Research Associate, Culture Learning Institute, East-West Center, Hawaii

Richard Via, Research Associate, Culture Learning Institute, East-West Center, Hawaii

Sen Nishiyama, Advisor, Sony Corporation, Japan

Lance Knowles, Director, Language Institute of Japan.

FORMAT: Much of the program will involve simulations which will be video-taped for analysis and discussion. These simulations will follow presentations of the following topics which will be held in morning and afternoon sessions:

TOPICS: (Morning & Afternoon Sessions)

Miscommunications Caused by Differences in Cultural Values and Perceptions

Objective: To demonstrate how individual perceptions and cultural assumptions often create confusion and miscommunication.

The Role of Ethics in International Business

Objective: To increase understanding of the dynamics and relativism underlying moral reasoning and how this can affect the management of an international staff.

Using English as an International Language in Business

Objective: To familiarize participants with several varieties of English and examine the status and functions of English in business.

Crosstalk

Objective: To show from actual taped interactions between Japanese and non-Japanese how communication breaks down due to a series of incorrect assumptions and interpretations.

Conduct of Meetings

Objective: To increase awareness of how business meetings (formal and non-formal) are conducted in different cultures.

Managing Foreigners

Objective: To demonstrate techniques which have been used successfully by companies in the management of foreigners.

The Role of Interpreters in International Business

Objective: To demonstrate how to use interpreters more effectively and to better understand the limitations.

REGISTRATION DEADLINE: September 1, 1984

COST:	Program Fee	\$575.00 (Y132,500)
	Room (Double Occupancy) and Board	\$175.00 (Y40,000)
	Room (Single Occupancy) and Board	\$240.00 (Y55,000)

The total cost of program fee plus room and board is to be paid at the time of registration. Cancellation after September 1 will result in a 50% penalty charge.

DAILY SCHEDULE

Opening Day, September 17, Monday	
10:00-11:00 a.m.	Welcome/Explanation
11:00-12:00	Participants' statements of Objectives (V.T.R.)
12:00-1:00	Lunch
1:10-3:00	Using English as an International Language in Business (Larry Smith)
3:00-3:30	Break
3:30-5:30	Improvisations and Analysis
5:30	Happy Hour
6:00-7:00	Dinner
7:30-9:00	Informal Mixer

Tuesday-Friday, September 18-21	
8:00-8:40	Breakfast
9:00-10:15	Morning Session(1) See Topics
10:15-10:45	Break
10:45-12:00	Morning Session(2)
12:00-1:00	Lunch
1:10-3:00	Afternoon Session(1)
3:00-3:45	Break
3:45-5:45	Afternoon Session(2)
6:00-7:00	Dinner
7:00-8:00/8:30	Evening Program

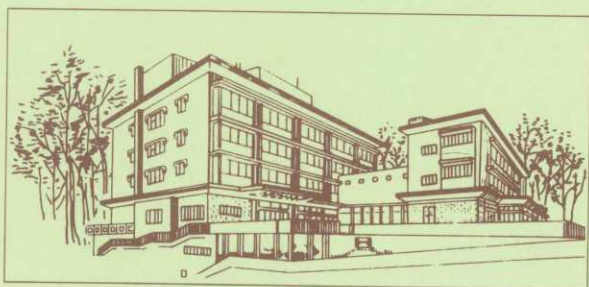
Closing Day, September 22, Saturday	
8:00-8:40	Breakfast
9:00-10:15	Reflection, Feedback, Evaluation
10:15-10:45	Break
10:45-12:00	Reflection, Feedback, Evaluation
12:00-1:00	Lunch
1:10-2:30	Closing Ceremony
2:30-4:00	Party

LIOJ

The Language Institute of Japan (LIOJ) is a not-for-profit educational institute specializing in total-immersion, month-long residential English programs for Japanese businessmen and professionals preparing to work abroad or with foreigners in Japan.

LIOJ is also involved in language and cross-cultural program design, language proficiency testing and interviewing, publishing, and teacher-training workshops. LIOJ clients include many of the largest companies in Japan.

All of the programs at LIOJ are designed to help promote better cross-cultural communication and to encourage international understanding. Inquiries concerning LIOJ should be directed to: The Language Institute of Japan, 4-14-1 Shiroyama, Odawara, Kanagawa 250 Japan. Tel: 0465-23-1677.



LIOJ LANGUAGE INSTITUTE OF JAPAN

(日本外語教育研究所)

ASIA CENTER, 4-14-1 SHIROYAMA, ODAWARA,
KANAGAWA 250 JAPAN

〒2 5 0 神奈川県小田原市城山4-14-1 アジアセンター

TEL: 0465-23-1677