



Gustavson
School of Business
University of Victoria

University of Victoria
PO Box 1700 STN CSC
Victoria BC V8W 2Y2

Tel 250-472-4721
summerprog@uvic.ca
execprograms.uvic.ca/short-term-business-programs/



International Summer Institute for Business Management (ISIBM)

Course Outline Summer 2021



Module 1 – Business Communications

Module 1—required, equivalent to 3.0 credit hours

39 lecture hours and academic projects

DESCRIPTION

Business Communications will focus on the development and enhancement of skills in written/oral business communication, non-verbal communication, and cross-cultural communication. Students will learn how to develop efficient use of verbal and non-verbal skills in business situations and be able to use language to convey specific messages to intended audiences.

Upon successful completion of this course, students will be able to:

- demonstrate an understanding of principles of effective business communications
- comprehend and implement cross-cultural communication strategies
- apply cultural models and frameworks to ensure successful communications in an international business context
- negotiate effectively in intercultural meetings
- understand the key aspects of communications in virtual teams
- develop effective business communications and send through appropriate communication channels within an organization in a global environment
- understand and use non-verbal communication skills across cultures
- develop and deliver effective multimedia presentations in global contexts

OBJECTIVES

This business communications course will start with the premise that all communication is cross-cultural in orientation. After all, when communication occurs between two or more people, the specific viewpoint of the communication partner must be considered. During the course we will explore the most relevant cross-cultural analytical models of Hofstede, Trompenaars, Schwartz, and the GLOBE. Based on this understanding students will develop the skills to determine under which conditions these models can be used to enhance their communication effectiveness.

Classroom activities will include open group discussions, team skill development, and personal oral presentations. Video recordings of group presentations will be used for personal reflection of effective presentations.



OUTCOMES

- Understand the principles of cross-cultural communication
- Understand the impact of a national cultural background on one's identity
- Learn to reflect on their own behavior regarding cross-cultural communication
- Learn how to more effectively communicate across cultures
- Learn that negotiation across national boundaries is strongly culture dependent
- Learn to reflect on their own behavior in intercultural interactions
- Exploration of cross-cultural communication skills
- Development of professional presentation skills

SCHEDULE

When	Topic
Session 1	Course Introduction
Session 2	Communication Theory
Session 3	Effective Communications
Session 4	Persuasive Communications
Session 5	Audience Analysis
Session 6	Cultural Theory for the Cultural Context
Session 7	Global Dexterity for Enhanced Communication
Session 8	Emotional Intelligence in Communication
Session 9	Cross Cultural Negotiations
Session 10	Virtual Communications
Session 11-12	Presentation and Report Preparation
Session 13	Final Group Presentations

EVALUATION ELEMENTS

Class Participation (Individual)	20%
Communication Analysis (Individual)	15%
Global Dexterity & Communications (Individual)	15%
Final project and presentation (Team)	50%
Total	100%



GRADING SCALE

The following table demonstrates the equivalent letter grades:

Percentage Range	Letter Grade	Grade Point Average
90-100%	A+	9
85-89%	A	8
80-84%	A-	7
77-79%	B+	6
73-76%	B	5
70-72%	B-	4
65-69%	C+	3
60-64%	C	2
50-59%	D	1
0-49%	F	0

INSTITUTIONAL POLICIES: Please refer to UVIC's [policy on academic integrity](#).



Module 2 – Business Management

Entrepreneurship

OBJECTIVE

To introduce the mechanics of setting up and successfully operating a small business.

TOPICS

Session 1: Opportunity Recognition: Idea Generation, Creativity, and Creating Transactions

Class Preparation:

Watch: TED Talks “[Do Schools Kill Creativity?](#)” by Sir Ken Robinson (19 minutes)

In this video Robinson says: “What we do know is, if you're not prepared to be wrong, you'll never come up with anything original -- if you're not prepared to be wrong. And by the time they get to be adults, most kids have lost that capacity. They have become frightened of being wrong. And we run our companies like this. We stigmatize mistakes. And we're now running national education systems where mistakes are the worst thing you can make. And the result is that we are educating people out of their creative capacities. “

- What has been your experience with this at school or at work?
- When was the last time you took a chance? What happened and what did you learn from the experience?
- Robinson also says “Degrees are not worth anything.” In what ways is this statement true and in what ways is it false?

Session 2: Entrepreneurial Thinking & Product Concepts

Class Preparation: Read “Product Concepts”

- Transaction Thinking – Paper Clip Challenge Presentations
- 5 elements of effective product concepts & presenting product concepts

Session 3: From Good Idea to Great Opportunity

Class Preparation: Read “Business Model Generation Preview”

- Defining Opportunity, Entrepreneurship and Small Business
- Value proposition – GIVE CUSTOMERS WHAT THEY WANT. What problems / needs do you solve? Why do customers use you?



- Customers – GET & KEEP THE RIGHT CUSTOMERS. Who are your most important customers? What relationship do customers expect with you? How do you distribute your products / services? How do you make potential customers aware of you and your products/ services?
- Infrastructure – BUILDING AN UNFAIR ADVANTAGE. What activities, resources do you need? What do you do yourselves that competitors cannot copy? What can partners do more cheaply or more effectively?
- Financial – TURN CUSTOMER'S VALUE INTO CASH. How much does this cost? And how much money will you make? How will customers pay?

Session 4: Business Modeling

Class Preparation: Velotaxi Canada Case Study. Dr. Brent Mainprize. 2008

- Give Customers what they want - Value propositions: Which one of our customers' problems/needs are we solving? Why us? What value do we deliver to the customer?
- Get and keep the right customers - Customer Segments: For whom are we creating value by turning a need into demand? Who are our most important customers?
- Get and keep the right customers - Customer relationships: What relationships do customers expect with us?
- Get and keep the right customers - Distribution Channels: How will we reach our customer segments? Which ones work best? Which ones are most cost-efficient?
- Building an Unfair Advantage - Key Activities: What are our key activities? How hard are they to copy?
- Building an Unfair Advantage - Key Resources: What Key Resources do our Value Propositions require? How hard are they to copy?
- Building an Unfair Advantage - Key Partnerships: Which Key Activities do partners perform better or cheaper than us?
- Turn customers' value into cash - Cost structure: What are the most important costs inherent in our business model?
- Turn customers' value into cash - Revenue streams: For what value are customers really willing to pay? How would they prefer to pay? How important is each revenue stream to our business?



Service Management

OBJECTIVE

The Canadian economy, as well as a large portion of the world economy, is dominated by services. In Canada, more than 70% of the labour force and GNP, 45% of an average family's budget, and over 30% of exports are accounted for by services. Yet, traditionally, business school courses have focused on the manufacturing sector of the economy. The theme of this course is that service organizations (e.g. banks, transportation companies, hotels, hospitals, educational institutions, professional services) require a distinctive approach to strategy, both in its development and execution.

To understand how service organizations can best design themselves for success, this course looks at the critical elements of service management. The key components are:

- Service as a system
- The role of the service experience
- The building blocks of service (people, processes, physical environment, technology)
- Designing memorable service experiences
- And the Four Moments of Power in Delivering Service
 1. Power of Complaint Handling
 2. Power of Liking
 3. Power of Expertise
 4. Power of the Crowd

SCHEDULE

When	Topic	Notes
Session 1:	What is a service experience? Building blocks of service/ value customer loyalty	Class Preparation: Read "Kiwi Experience Case"
Session 2:	Designing and Delivering Memorable Experiences	Class Preparation: Observation for the Movie Night
Session 3:	Moments of Power: Expertise and Liking	Class Preparation: Read "Joe Girard- Love your Customers"
Session 4:	Moment of Power: Power of the Crowd	Class Preparation: Read "98% of HBR Readers Love this article"



International Business

OBJECTIVE

International Business will focus on improving students' appreciation for and understanding of the context of international business. To begin, the course will explore the forces that are changing the global environment and different perspectives on globalization. The course then turns to an examination of customers' differences, the impact of culture, and the individual and organizational implications of doing business internationally.

SCHEDULE

When	Topic	Notes
Session 1	Cross Cultural Issues- Bafa Bafa Cultural Simulation	Class Preparation: Read "Wal-Mart Expansion Case"
Session 2	The Transnational Mindset	Class Preparation: Read "Levendary Café: The China Challenge Case"
Session 3	Global Business Strategy: Why and What	none
Session 4	Global Business Strategy: Where and How	none

EVALUATION ELEMENTS

Business Management Final Exam	100%
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