

Comprehensive Exam Questions for Area 2: Sustainable Innovation and Cross-cultural Communication

Please do two of the following three questions:

1. What do you consider the most effective strategies that organizations can use to overcome the communication challenges which arise in cross cultural collaboration? What works and what doesn't seem to work? Use examples from your experience with Japanese and Canadian collaborative activities, as well as other collaborative cases you may know.
2. Discuss the proposition that collaboration between experts engaged in "R" and in "D" are very different; their curiosity and imagination are given different weight and different outlets for expression, and they derive their satisfaction (and intentions for the next time) from different sources. The collaboration between them is deeply improbable, and held to get either by authority or money (or both). So success in this kind of collaboration is more a matter of good luck than good management, or - if you prefer - more a matter of authority or money than management. (Use case studies if you wish).
3. Explain and define sustainable innovation with comparison to the term sustainable development. What is similar, and what is different between the two things.

Comprehensive Examinations: Areas & Write-up Plan

Area 1: Management of Collaborative R&D (Practice, policy, mgmt. issues with case examples)

Area 2: Sustainable Innovation & Cross-cultural Communication(Theoretical perspectives)

Area 3: Research Methodology(Justification of Case Research Method for the Study)

	Area 1	Area 2	Area 3
Dr. Smith	Q 1	Q 2	Q 3
Dr. Anderson	Q 1	Q 2	Q 3
Dr. Lewis	Q 1	Q 2	Q 3

Receive Questions on Area 1:
Submit Answers:

2 Oct (Fri)
5 Oct (Mon)

Receive Questions on Area 2:
Submit Answers:

9 Oct (Fri)
12 Oct (Mon)

Receive Questions on Area 3:
Submit Answers:

16 Oct (Fri)
19 Oct (Mon)

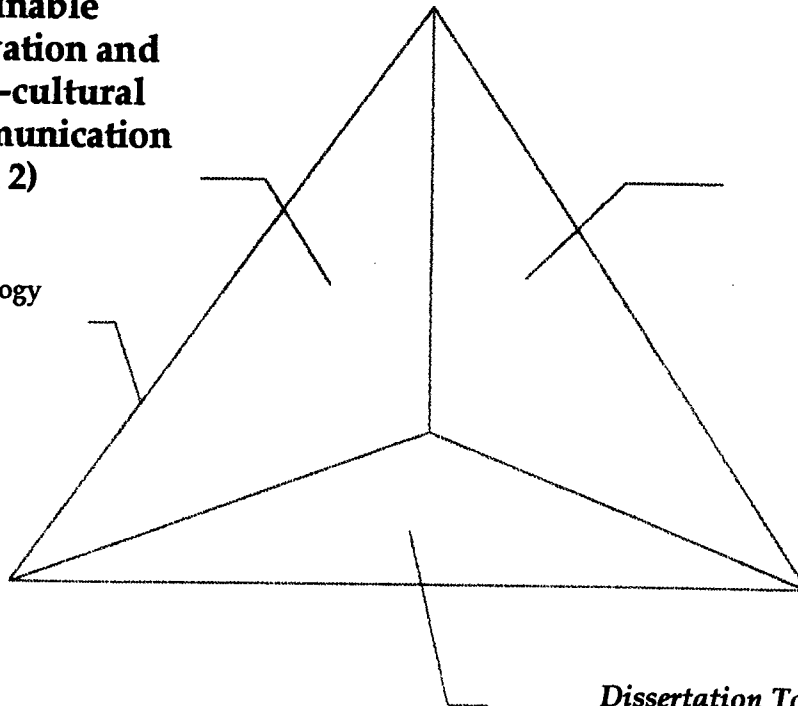
Oral Examination:

27 Oct (Tue)

**Sustainable
Innovation and
Cross-cultural
Communication
(Area 2)**

Research
Methodology
(Area 3)

Management of
Collaborative R&D
(Area 1)



Dissertation Topic:
Inter-organizational R&D Collaboration

Simon Fraser University
Burnaby, B.C.
CANADA

Faculty of Applied Science
School of Communication
PhD Program

Fall Semester 1998

CMNS 695

Comprehensive Examination (Area 2)
Sustainable Innovation and Cross-cultural Communication

Mohi Ahmed

e-mail: mahmed@sfu.ca

"...Canada's place in the world cannot be taken for granted. It will need to earn its position through intellectual and policy leadership and through its strategic advantage as a multidimensional knowledge-broker." (Maureen Strong, *Connecting with the World: Priorities for Canadian Internationalism in the 21st Century*, 1996)

"We are all connected to the world in many and various ways. But economic ties are surely among the strongest - and the most complex. Today the world economy is in a period of rapid and dramatic change, and the question of just how we will connect to this new world is the single most important issue of our lifetime." (Rosebeth Moses Kanter, *World Class: Thriving Locally in the Global Economy*, 1998)

"In the booming market for cross-cultural training, there are courses and books that show only the sunny side: cultural synergy, no cultural conflict. Maybe that is the message some business-minded people like to hear, but it is false...common practices, not common values are what solve practical problems. The differences in values should be understood, the differences in practices should be resolved." (Geert Hofstede, *Cultures and Organizations: Software of Mind*, 1997)

Overview (Scope & Limits)

Globalization of firm activities, rapid progress of information and communication technologies (ICTs), and growing concern in sustainable development among people of all over the world are fueling the increase of the needs for sustainable innovation. The concept of sustainable innovation is new. What distinguishes it from existing concepts of innovation is environmental, social, and cultural implications of innovation are considered. Sustainable innovation will require inter-organizational collaboration, knowledge and skills in cross-cultural communication. Understanding of culture's influence on human and organization's behavior in cross-cultural settings is crucial for inter-organizational collaboration as people of all over the world need to communicate with members of diverse cultures. In this course, efforts in sustainable innovation, knowledge and applicable skills in cross-cultural communication are perceived as critical determinants of organizations' survival and leadership in the 21st Century. Cross-cultural communication is focused on comparative interpersonal communication in different cultures.

The focus of this course will be limited into the areas of cross-cultural communication issues and implications for sustainable innovation in Canada. At the beginning, some key global issues of the 21st Century will be discussed. Following the discussions, concept of sustainable development and its implications on innovation and communication issues will be discussed. The

major challenges of communication in cross-cultural context will be explored in this course.

Background Preparation

"Cooperative Capitalism" section of William Greider's *One World, Ready or Not* (1997) and "Cross-cultural Research Alliances in Organizational Research: Cross-cultural Partnership-Making in Action" by Graen, Hui, Wakabayashi, and Wang (1997) as well as the rest of the reading package are suggested to review as a part of background preparation for this course.

Exercises

Answers of any two of the following three questions are required to be submitted one week after the last class. The answers should be written in journal paper format and each paper should be limited in 2500-3000 words.

1. Briefly discuss the key challenges for Canada in the 21st Century? Explain how Canada can overcome those challenges in your point of view.
2. Define sustainable development? Discuss your perspectives on the importance of sustainable innovation, inter-organizational collaboration, and cross-cultural communication in the emerging interlinked global economy.
3. How can organizations overcome the communication challenges in cross-cultural settings? Discuss your perspectives focusing on inter-organizational collaboration among North American and Japanese organizations.

Evaluations

Grades are based on a combination of active participation in classroom discussion, timely submission of the exercise papers, and an oral examination scheduled one week after submission of the paper. The oral examination will be limited into the contents of the submitted report.

Course Schedule and Readings

1. Canada in A New Millennium

Lecture: Canada in the Interlinked Global Economy
Discussions: New Vision for Canada

Readings:

Porter, M. E., & Company, T. M. (1991). *Toward A New Economic Vision For Canada, Canada At the Crossroads: The Reality of a New Competitive Environment* (pp. 357-391). Ottawa: Government of Canada.

Crane, D. (1992). *The Canadian Challenge, The Next Canadian Century: Building a Competitive Economy* (pp. 1-32). Toronto: Stoddart Publishing Co.

Strong, M. F. (1996). *Connecting with the World: Priorities for Canadian Internationalism in the 21st Century* (Task Force Report). Ottawa: IDRC, International Institute for Sustainable Development, The North-South Institute.

2. Emerging Global Issues

Lecture: Key themes of the new century
Discussions: Emerging Issues - Holistic View

Readings:

- Tapscott, D. (1996). Twelve Themes of the New Economy, *The Digital Economy: Promises and peril in the age of networked intelligence* (pp. 43-72). New York: McGraw-Hill.
- McLuhan, M., & Powers, B. R. (1989). The Effects of Video-related Technologies, *The Global Village: Transformations in World Life and Media in the 21st Century* (pp. 81-143). New York: Oxford University Press.
- Dooling, D. (1995). Research Outpost Beyond the Sky. *IEEE Spectrum*, 32(10), 28-33.
- Greider, W. (1997). *Cooperative Capitalism, One World, Ready or Not. The Mantic Logic of Global Capitalism* (pp. 171-191). New York: Simon & Schuster.
- Kanter, R. M. (1995). Becoming World Class: How to Create Collaborative Advantage, *World Class: Thriving Locally in the Global Economy* (pp. 325-379). New York: Simon & Schuster.
- Keeney, R. L. (1992). *Concepts, Value-Focused Thinking: A Path to Creative Decisionmaking* (pp. 1-52). Cambridge: Harvard University Press.
- 3. Concept of Sustainable Development**
Lecture: Historical background of the concept
Discussions: Key issues of sustainable development
Readings:
 WCED. (1987). *From One Earth to One World, Our Common Future* (pp. 1-23). Oxford: Oxford University Press.
- Dhar, P. L., & Gaur, R. R. (1992). Holistic Vision of Development, *Science and Humanism: Towards A Unified World View*. New Delhi: Commonwealth Publishers.
- Suzuki, D., & McConnell, A. (1997). *A New Millennium, The Sacred Balance: Rediscovering Our Place in Nature* (pp. 207-240). Vancouver: Greystone Books.
- 4. Sustainable Development and Collaboration**
Lecture: Inter-organizational Collaboration for Sustainable Development
Discussions: Challenges of collaboration for Sustainable Development
Readings:
 UN. (1993). *The Global Partnership for Environment and Development: A Guide to Agenda 21* (Post Rio Edition). New York: UN, NY.
- BCSD. (1992). *Report on Technology Cooperation* (Sustainable Development & Technology Cooperation). Business Council for Sustainable Development.
- OECD. (1996). *Technologies for Cleaner Production and Products - Towards Technological Transformation for Sustainable Development*. OECD.
- Gertler, N., & Elvengård, J. R. (1995). A Down-to-Earth Approach to Clean Production. *Technology Review* (February/March 1996), 48-54.
- CERF. (1996). *Creating the 21st Century through Innovation* (Summary findings of an international research symposium held in Washington, D.C., Feb 4-8, 1996). CERF Report #96-5016(E). Civil Engineering Research Foundation, Washington, D.C., U.S.A.
- 5. Sustainable Development and Innovation**
Lecture: Sustainable Innovation
Discussions: Key factors of sustainable innovation
Readings:
 Fuesler, C., & James, P. (1996). Innovation for Sustainability, *Driving Eco-Innovation: A Breakthrough Discipline for Innovation and Sustainability* (pp. 113-122). London: Pitman Publishing.
- Freeman, C., & Soete, L. (1997). National Systems of Innovation, *The Economics of Industrial Innovation* (pp. 295-315). Cambridge: The MIT Press.
- Rogers, E. M., & Dearing, J. D. (1990). Turbocharging Innovation in Three Cities. *Engineering Management Review*, 18(1), 2-10.
- 6. Communication, Culture, and Sustainable Innovation**
Lecture: Communication and cultural issues in sustainable innovation
Discussions: Linkages among innovation, communication, and culture
Readings:
 MacBride, S. (1980). *Communication Tomorrow, Many Voices One World: Communication and Society Today and Tomorrow* (pp. 251-275). UNESCO.
- Hampten-Turner, C., & Trompenaars, A. (1993). The Logics of Community, *The Seven Cultures of Capitalism: Value Systems for Creating Wealth in the United States, Japan, Germany, France, Britain, Sweden, and the Netherlands* (pp. 163-196). New York: Currency Doubleday.
- Rogers, E. M. (1995). Elements of Diffusion, *Diffusion of Innovations* (Fourth ed., pp. 1-37). New York: The Free Press.
- 7. Inter-organizational Collaboration, Communication, and Culture**
Lecture: Collaboration, Communication, and Culture
Discussions: Influences of culture on communication for collaboration
Readings:
 Graen, G. B., Hu, C., Wakabayashi, M., & Wang, Z.-M. (1997). Cross-cultural Research Alliances in Organizational Research: Cross-cultural Partnership-Making in Action. In P. C. Barley & M. Erez (Eds.), *New Perspectives on International Industrial/Organizational Psychology* (pp. 160-189). San Francisco: The New Lexington Press.
- Gudykunst, W. B., & Nishida, T. (1994). *Bridging Japanese/North American Differences*. London: SAGE Publishers.

Hofstede, G. (1997). Cultures and Organizations: Software of the Mind. New York: McGraw-Hill.

8. Cross-cultural, intercultural and international communication

Lecture: Cross-cultural, intercultural, and international communication
Discussions: Definition of culture and its influences on communication?

Readings:

Gudykunst, W. B., Ting-Toomey, S., & Chua, E. (1998). Culture and Interpersonal Communication. London: Sage Publications.

Gudykunst, W. B. (1997). Cultural Variability in Communication: An Introduction. Communication Research 24(4), 327-348.

Brislin, R. W. (1981). Cross-cultural Contact: A Growth Area. Cross-cultural Encounters: Face-to-face Interaction (pp. 1-17). New York: Pergamon Press.

9. Cross-cultural communication and inter-organizational collaboration

Lecture: Inter-organizational collaboration and the "Third Culture" Concept
Discussions: Cross-cultural communication challenges in inter-organizational collaboration

Readings:

Schuster, C., & Copeland, M. (1996). Cross-cultural Communication: Issues and Implications. In P. N. Chauri & J.-C. Usener (Eds.), International Business Negotiations (pp. 131-152). Oxford: Elsevier Science Ltd.

Yoshikawa, M. J. (1987). The Double-Swing Model of Intercultural Communication between the East and the West. In D. L. Kincaid (Ed.), Communication Theory: Eastern and Western Perspectives (pp. 319-329). San Diego: Academic Press, Inc.

Trompenaars, F., & Hampden-Turner, C. (1998). Riding the Waves of Culture: Understanding Cultural Diversity in Global Business. (Second ed.). New York: McGraw-Hill.

10. Review

Issues and Implications of Sustainable Innovation, Inter-organizational collaboration, and Cross-cultural communication for innovation economy of Canada in the 21st Century