

# SIMON FRASER UNIVERSITY

*Vice-President Academic*

## MEMORANDUM

**To:** Senate

**From:** J. Munro, Chair  
Senate Committee on  
Academic Planning

**Subject:** Proposal for a Non-Credit  
Certificate  
(SCAP 91 - 23)

**Date:** June 17, 1991

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Action undertaken by the Senate Committee on Academic Planning and the Senate Committee on Continuing Studies, gives rise to the following motion:

**MOTION:** "that Senate approve and recommend approval to the Board of Governors, as set forth in S.91- 37 , the proposal for a Non-Credit Certificate in Cross-Cultural Management and Communication."

*J. Munro*

## SIMON FRASER UNIVERSITY

## Memorandum

**To:** Dr. J.M. Munro, Chair  
Senate Committee on Academic  
Planning

**From:** Jo Lynne Hoegg, Chair  
Senate Committee on  
Continuing Studies

**Re:** Proposal for a Non-Credit Certificate  
in Cross-Cultural Management and  
Communication

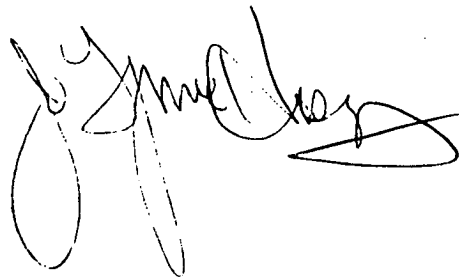
**Date:** June 3, 1991

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The Senate Committee on Continuing Studies has approved and forwards to the Senate Committee on Academic Planning for consideration the attached proposal for a certificate program in Cross-Cultural Management and Communication for business around the pacific rim.

The proposal meets the criteria for non-credit certificate programs, and will be sponsored jointly by The David Lam Centre for International Communication (Department of Communication) and the Faculty of Business Administration.

As the proposers wish to begin the program in September, 1991, it would be most helpful if the proposal could be included in the agenda for the June 12 SCAP meeting.



JLH/dw

Encls.

A proposed certificate program in

# **Cross-Cultural Management and Communication**

for business around the Pacific Rim



**Simon Fraser University  
at Harbour Centre**

Prepared by:

Dr. Jan Walls, Director  
The David Lam Centre for  
International Communication

Tanis Lee Dagert, Researcher  
Office of Continuing Studies

# The Cross-Cultural Management and Communication Certificate Program

## Summary

This is a proposed part-time, non-credit program aimed at those who engage or are planning to engage in business in Asia or in co-operation with people from the Asia Pacific region. The program will be a mixture of language, culture, communication, and business courses and seminars aimed at increasing understanding and performance for better business between cultures.

The program will be sponsored by the David Lam Centre for International Communication and the Faculty of Business Administration. These departments will also be responsible for the academic integrity of the program, including decisions about curriculum, instruction and student performance. The Office of Continuing Studies will undertake the administration of the program, including responsibility for student records. The courses will be held at SFU at Harbour Centre.

The program is designed to:

- Establish basic communicative competence through the study of a predominant language and culture based in Asia.
- Increase understanding and performance in areas such as negotiation, conflict management, and management skills for better business between cultures.
- Analyze, discuss, and debate strategies for clarifying and co-ordinating relationships in business and management around the Pacific Rim.
- Identify and articulate cultural, managerial, and communication differences in international relations, development, co-operation, economic and trade relations.

The program will offer the opportunity to work with a diverse group of individuals interested in the Asia Pacific region. It will be the first university program to offer a comprehensive package of international business and cross-cultural communication skills, through part-time study.

Participants will choose one of four Asian Language/cultures for Cross-Cultural Competence (Japanese, Korean, Cantonese or Mandarin) plus any four of six new Business and Communication courses in order to receive the certificate. Teaching methods will include lectures, class discussions and case studies. Students will be evaluated on in-class participation and course assignments. Participants must complete the program within two years.

## Rationale

In order to remain competitive in the global age Canada must assume a strong political and economic influence in the Pacific Rim. Advances in transportation and telecommunication technology have linked Canadian business managers and many of their front line staff with joint venture partners, sales or purchasing staff, and other international visitors from Asia and the Pacific region. The city of Vancouver in particular is fast becoming a centre of international business and cultural diversity. This increase in international, intercultural and interlingual relationships has created a need for professional competence in context-sensitive cross-cultural communication for effective co-operation. Canadians need to study the local languages, cultures, social customs and ways of doing business in order to operate effectively in Asia. Awareness of the need has already grown among the business, government, and education communities.

Considerable interest has been fostered in the business and professional sectors in developing cross-cultural competence with an Asian focus. At Simon Fraser University this interest has been demonstrated by high enrolments by business, professional, and government people in CMNS 346 (International Communication, afternoon and evening credit sessions offered at Harbour Centre over the past two years), and by regular attendance at the Pacific Region Business and Management Communication Forums. This interest has also been proven by the dedicated commitment of business and professional people taking the immersion courses in East Asian Languages for Cross-Cultural Communication.

Simon Fraser University at Harbour Centre is already renowned for its innovative approach to addressing the educational and professional development needs of working professionals. The time is ripe to establish a program of part-time, non-credit study in the area of cross-cultural communication and management designed for Vancouver's business professionals. Currently there are no programs available which address the combined need for language and cross-cultural competence with a focus on the Asia Pacific region.

SFU at Harbour Centre proposes to create a new program designed to increase the skills and effectiveness of professionals who engage in business in the Pacific Rim. The Cross-Cultural Management and Communication program will offer a combination of language, culture, and cross-cultural communication strategies. It will provide information about the values, behavior, business practices and protocol necessary for creating long-term business relationships with various counterparts from such countries as China, Japan, Taiwan, Hong Kong, Korea, and other parts of South East Asia. The six new courses, when combined with existing courses in cross cultural competence, will make an impressive and substantive package, worthy of certification through an SFU non-credit certificate program.

## International Business and Communication Courses

At least two Business and Communication courses will be offered in each Fall (September to December) and Spring (January to April) semester. The courses are six weeks in length and will be scheduled on one evening per week for a 3 1/2 hour duration (a total of 20 hours of in-class instruction).

The proposed Business and Communication courses are:

- International Business: Structure and Cross-Cultural Negotiations
- International Communication
- International Marketing
- Cross-Cultural Conflict Resolution
- Cross-Cultural Adaptation and Acculturation
- Economic Geography of the Asia Pacific Region

These courses are designed to address the challenges of the increasingly international nature of Vancouver's business, government, and educational communities. Because understanding is the key to unlocking cultural barriers, the courses provide insights into the social and business dynamics of the Pacific region nations. Students will gain practical strategies for overcoming barriers in order to achieve successful partnerships with their Asian counterparts.

### **Immersion Courses for Cross-Cultural Communication**

Participants will choose one of four Asian language/cultures (Japanese, Mandarin, Cantonese or Korean) in which to become competent in both verbal and non-verbal situations. These intensive courses are four and a half hours a day, five days per week for a total of four weeks. Each language/culture is offered at various times throughout the year, usually at the beginning of the month. Students will be able to establish basic communicative competence in 30 situations common to social and business life in their chosen language/culture.

Students who have already achieved basic communicative competence in one of the language/cultures may be deemed to have satisfied this requirement upon passing an examination administered by the David Lam Centre for International Communication.

### **Pacific Region Forum on Business and Management Communication**

Throughout the year experts in the areas of international business and diplomacy are brought in to report, analyze, discuss, and debate issues concerning the Pacific Rim. The Pacific Region Forum on Business and Management Communication are half day seminars designed to illustrate improved business practices and management communication. They draw upon strengths of various formal and informal business and communication strategies and practices in the Pacific region. The Forums are scheduled at various times throughout the year and students in the program are encouraged to attend.

### **Instructors**

Instructors for the program are drawn from the Department of Communication and the Faculty of Business Administration. Instructors are well-qualified in their fields and have experience teaching middle to senior level executives. The program will also involve experts from the international business community as guest speakers and resource persons.

## Eligibility

The program is designed for business people and other professionals engaging or planning to engage in business in Asia or in co-operation with people from the Asia Pacific region. Participants should have at least three years of professional or management experience and be at the middle to senior level in their organizations.

## Program Management

The proposed Certificate Program's administration (scheduling, room booking, advertising, correspondence, registration, awarding of Certificate upon successful completion of required courses) will be managed by Continuing Studies at Harbour Centre, in close consultation with the David Lam Centre for International Communication and the Faculty of Business Administration.

## Budgetary Implications

All courses will be offered on a cost recovery basis, subject to enrolment, using a formula that sets registration fees at a level to recover faculty stipends, advertising, administration expenses and overhead costs. The David Lam Centre and Department of Continuing Studies will transfer some start up money into a cost centre for the purpose of program administration.

## THE PROGRAM:

### IMMERSION COURSES FOR CROSS-CULTURAL COMMUNICATION

<b>(Japanese)</b> Tama Copithorne	<b>(Mandarin)</b> Yvonne Li Walls
<b>(Korean)</b> Insun Lee	<b>(Cantonese)</b> Alison Winters

Students must choose **one** of four Asian Language/cultures (Japanese, Mandarin, Korean, or Cantonese) in which to become competent in both verbal and non-verbal situations. These courses are taught and administered by the David Lam Centre for International Communication. Teaching methodology emphasizes an audiovisual, interactive, context sensitive, situational approach with special attention to the social, cultural, and business dynamics of the chosen society. Students will be able to establish basic communicative competence in about 25 situations common to social and business life in their chosen language/culture such as:

- Initiating self introduction and exchange of business cards
- Describing one's company or service
- Performing basic social and business etiquette
- Making inquiries over the telephone
- Evaluation is conducted on an ongoing basis. Student performance in specified situations is videotaped, evaluated and reviewed with students

## **BUSINESS AND COMMUNICATION COURSES**

**Students must complete four of these six courses.**

### **1. International Communication (Dr. Roger Howard)**

This course will survey and interpret universals and variations in signification and sign interpretation in international communication. Perspectives from which to identify and articulate differences as well universal patterns in international business, development, co-operation, economic, and trade relations will be considered. Throughout the seminar, comparative and contrasting examples will be drawn from sign systems and communication practices current in the Asia-Pacific region.

### **2. International Business: Structure and Cross-Cultural Negotiations (Dr. Rosalie Tung)**

This course seeks to examine the opportunities and challenges of doing business with the Pacific Rim countries, such as China, Japan, Korea, and Hong Kong. The course will focus on the corporate and institutional structures, processes, and outcomes of cross-cultural business and negotiations between North Americans and Asians for the formation of co-operative business ventures. The keys to success in doing business in Asia will be identified and discussed. The parallels and differences among the Koreans, Japanese, and Chinese in terms of international business and negotiation practices and procedures will be examined.

### **3. Cross-Cultural Conflict Resolution (Dr. Dean Tjosvold)**

Managing conflict well requires expressing views openly, understanding the other's perspective and creating solutions. This course will use the conflict and cultural experiences of the participants and involve them in role playing and other kinds of interactive and experiential learning. Participants will learn important ideas about conflict management, become more sensitive to how people of different cultures communicate their intentions while in conflict, and practice skills in managing conflict across cultures:

### **4. International Marketing (Dr. June Francis)**

Maintaining Canadian firms' competitiveness in the face of increasing global competition is of critical importance to every Canadian manager. This course will explore the complexities and uncertainties involved in doing business in a global marketplace. The objective of the course is to provide students with frameworks, principles, and guidelines for successful international marketing decision making. The marketing of goods and services with an emphasis on the Pacific Rim countries will be explored. The course utilizes cases, lectures and guest speakers in a seminar format.



#### **5. Cross-Cultural Adaptation and Acculturation (Dr. June Francis)**

This course will address the adaptation and acculturation strategies of cross-cultural management. The course will focus on the following challenges of cross-cultural management: co-operation between managers at similar levels from different language/culture backgrounds in the same corporation; co-operation between managers at different levels from different language/culture backgrounds; co-operation between managers and employees from different language/culture backgrounds; and the implications of different levels of language/culture adaptation by expatriate or immigrant managers and employees.

#### **6. Economic Geography of the Asia Pacific Region (Elspeth Thomson)**

This course offers fundamental geographic and economic information about each of the countries in the Asia Pacific region. The resource bases, economic structures and strategies are compared and an assessment is made of the relative economic performance of each over the past fifty years. The economic relations among the countries of the region are analyzed, as well as the past, present and future role of the region as a whole in international markets.

#### **PACIFIC REGION FORUM ON BUSINESS AND MANAGEMENT COMMUNICATION (Recommended)**

Students are encouraged to attend the Pacific Region Forum on Business and Management Communication seminars. Experts in the areas of international business, education and diplomacy are brought in to report, analyze, discuss, and debate new and old strategies for clarifying and co-ordinating relationships in business and management around the Pacific Rim. The general purpose of the Forums is to draw attention to case studies that illustrate improved management communication by drawing upon strengths of various formal and informal strategies and practices in the Pacific region.

## Expanded Course Descriptions

The following four courses comprise the core of the program. The courses will be held over six evenings for a 3 1/2 hour duration for a total of 20 contact hours per course. The courses will be taught by existing Simon Fraser University faculty members from either the Faculty of Business Administration or the Department of Communication. Responsibility for the academic rigour of the curriculum and quality of instruction will be shared between the Faculty of Business, Department of Communication, and Continuing Studies. Students must obtain a minimum mark of 70% in order to receive a pass.

### International Communication (Dr. Roger Howard)

This course will survey and interpret universals and variations in signification and sign interpretation in international communication. Perspectives from which to identify and articulate differences as well universal patterns in international relations, development, co-operation, economic, and trade relations will be considered. Throughout the seminar, comparative and contrasting examples will be drawn from sign systems and communication practices current in the Asia-Pacific region.

#### Texts

- Luce, Louise F. and E.C. Smith, *Towards Internationalism*. (2nd edition)
- Gudykunst, William B. and Young Yun Kim. *Communicating with Strangers*. New York Random House, 1984.
- Hall, Edward T. *Beyond Culture*. Garden City, N.Y. , Doubleday & Co., 1976

(Plus an additional package of course readings and materials)

#### Evaluation

Class Participation	25%
In-class open book examination	25%
Final Paper	50%

#### Topics

1. Culture and Communication
2. Culture and Communication: The Cases of China and Japan
3. Man and Nature: East and West
4. The Role of Food in Chinese Culture
5. Cultural Aspects of Behavioral Expectations
6. Kinesics and Proxemics as Communication
7. International Communication and Development Co-operation: China
8. Business and International Communication: Japan

## **International Business: Structure and Cross-Cultural Negotiations (Dr. Rosalie Tung)**

This course seeks to examine the opportunities and challenges of doing business with Pacific Rim countries such as China, Japan, Korea, and Hong Kong. The course will focus on the corporate and institutional structures, processes, and outcomes of cross-cultural business and negotiations between North Americans and Asians for the formation of co-operative business ventures. The keys to success in doing business in Asia will be identified and discussed. The parallels and differences among the Koreans, Japanese, and Chinese in terms of international business and negotiation practices and procedures will be examined.

### Text

- Harris, P.R. and Moran, R.T., *Managing Cultural Differences*, Houston Texas, Gulf Publishing Co.

### Evaluation

Class Participation	25%
Presentation	25%
Final Paper	50%

### Topics

1. The Meaning of Multinationalism and Comparative Management Frameworks
2. Understanding Cultural Differences
3. Political, Economic, and Social Considerations
4. Dynamics of Cross-Cultural Negotiations
5. Selection and Training of Personnel for Cross-Cultural Negotiations
6. Focus on Japan and Korea
7. Focus on China and Hong Kong
8. Cross-Cultural Simulation Exercise

## Cross-Cultural Conflict Resolution (Dr. Dean Tjosvold)

Managing conflict well requires expressing views openly, understanding the other's perspective, and creating solutions. This course will use the conflict and cultural experiences of the participants and involve them in role playing and other kinds of interactive and experiential learning. Participants will learn important ideas about conflict management, become more sensitive to how people of different cultures communicate their intentions while in conflict, and practice skills in managing conflict across cultures.

### Text

- Adler, Nancy. *International Dimensions of Organizational Behavior*, 2nd edition, PWS Kent, Boston, Massachusetts, 1991.
- Tjosvold, Dean. *Managing Conflict: The Key to Making Your Organization Work*. Team Media, Minneapolis 1989.

(Plus an additional package of course readings and materials.)

### Evaluation

Class Participation	25%
Presentation	25%
Major Paper	50%

### Topics

1. The Pervasiveness and Potential Constructiveness of Conflict
2. Alternate Ways to Manage Conflict
3. Diagnosing One's Own Way of Dealing With Conflict
4. Applying Conflict Knowledge in Different Cultural Settings
5. Pitfalls of Managing Conflict in Cross-Cultural Settings
6. Simulations to Practice Conflict Management in Cross-Cultural Settings
7. Creating a Conflict-Positive Atmosphere
8. Ongoing Improvement in Managing Conflict

## **Cross-Cultural Adaptation and Acculturation (Dr. June Francis)**

This course will address the adaptation and acculturation strategies of cross-cultural management. The course will focus on the following challenges of cross-cultural management: co-operation between managers at similar levels from different language/culture backgrounds in the same corporation; co-operation between managers at different levels from different language/culture backgrounds; co-operation between managers and employees from different language/culture backgrounds; and the implications of different levels of language/culture adaptation by expatriate or immigrant managers and employees.

### Readings

Each student will be provided with a package of required and recommended course readings and materials.

### Evaluation

Class Participation	25%
Presentation	25%
Major Paper	50%

### Topics

1. The Impact of Culture on Business and Social Relations: a Cross-Cultural Comparison
2. Frameworks for Acculturation and Adaptation in Intercultural Encounters: Strategies for Success
3. Managing and Working in an Intercultural Setting
4. Marketing and Image Management in International Dealings

## International Marketing (Dr. June Francis)

Maintaining Canadian firms' competitiveness in the face of increasing global competition is of critical importance to every Canadian manager. This course will explore the complexities and uncertainties involved in doing business in a global marketplace. The objective of the course is to provide students with frameworks, principles, and guidelines for successful international marketing decision making. The marketing of goods and services with an emphasis on the Pacific Rim countries will be explored. The course utilizes cases, lectures and guest speakers in a seminar format.

### Text

- Brian Toyne and Peter Walters, *Global Marketing Management, A Strategic Perspective*, Allyn and Bacon, New York, 1989.

(Plus an additional package of course readings and materials.)

### Evaluation

Class Participation	25%
Case Paper	25%
Group Project	50%

### Topics

1. Global Competitiveness: Criteria for Success
2. The Management of International Marketing
3. The Globalization of Markets
4. Marketing Research in the Asia Pacific
5. Cultural Implications and Consumer Behavior

## Economic Geography of the Asia Pacific Region (Elspeth Thomson)

This course offers fundamental geographic and economic information about each of the countries in the Asia Pacific region. The resource bases, economic structures and strategies are compared and an assessment is made of the relative economic performance of each over the past fifty years. The economic relations among the countries of the region are analyzed, as well as the past, present and future role of the region as a whole in international markets.

### Readings

Specific readings will be assigned for each topic and a full bibliography will be distributed at the first lecture.

### Evaluation

Class Participation	25%
Class Presentation	25%
Paper	50%

### Topics

1. Physical Resource Bases - the factors that help or hinder economic development
2. Human Resource Bases - the size, growth, distribution and education of populations
3. Territorial Linkages - urban development and communication and transportation networks within and without
4. Past and Present Government Planning Mechanisms and Economic Strategies - how and why the governments have set their targets
5. Economic Performance of Key Economic Sectors - agriculture, industry, energy
6. Content, Direction and Volume of Trade - Past, Present and Future - import and export capabilities

## Biographies

### **Tamako Copithorne:**

Tamako Copithorne, a native of Japan, is Director of the Japanese Program at the David Lam Centre for International Communication at Simon Fraser University at Harbour Centre. She was the first exchange student to the University of British Columbia, from Keio University in Japan, on a scholarship from the World University Service in 1955-56. She is a graduate of Keio University (B.A. 1959) and Yale University (M.A. 1962 in Anthropology and South East Asian Studies) and spent the academic year 1960-61 at Radcliffe College Graduate School. She has worked at the East West Centre and has taught sociology/anthropology and Japanese language/culture at the University of Ottawa, the University of Malaya and the University of Hong Kong. Besides Japanese language and culture, she has a continuing interest in comparative social structures, cultural adaptation, and exhibition as communication. Mrs. Copithorne spent 25 years in Canadian foreign service life.

### **Tanis Dagert:**

Tanis Dagert obtained her undergraduate degree in Communications from Simon Fraser University with a concentration on intercultural communications. She then went on to complete a Post Graduate Diploma focused on the people, languages, cultures and economics of the Asia Pacific region. Ms. Dagert then spent one year home-stay in Japan where she studied the Japanese language and culture, developed curriculum and taught English. Since returning home she has pursued her interests in the field of international and professional education. She is currently working in the Extension Credit Program at Harbour Centre. Her primary responsibilities involve new projects with the David Lam Centre and the International Centre for Criminal Law Reform and Criminal Justice Policy.

### **June Francis:**

June Francis is an Assistant Professor in the Faculty of Business administration at SFU. She took her M.B.A. at York University, with a focus on marketing and international business. She earned her Ph.D. in international marketing and socio-cultural anthropology from the University of Washington. She has taught a variety of courses in marketing including International Marketing, and researched into adaptive behavior during intercultural buyer/seller negotiations, Chinese and Canadian cross-cultural conflict resolution styles, and intercultural testing of Japanese/American and Korean/American cross-cultural business negotiations.



**Roger Howard:**

Dr. Howard is an Assistant Professor in the Department of Communication at SFU. He completed his Ph.D. in Sociology at the University of British Columbia in 1981, with a thesis concerning the debates over development strategy in China that led to the present reform strategy. The thesis was based on field work carried out in China where, as a student and later as a teacher (together with his own Chinese students), he lived, worked, and did research in factories and villages. He has also been a visiting professor teaching North American Studies at the University of Inner Mongolia (1981-83), where he began his research interest in ethnic minorities and development. Since 1984, he has taught courses at SFU on International Communication, Political Communication in Contemporary Chinese Rural Development, and Communication Policy in China. He has delivered briefings for the Canadian International Development Agency, on cross-cultural communication, transfer of skills, and the economic reforms, and has done consulting work for non-governmental agencies on the selection of teachers to be sent to China and the placement of Chinese trainees in Canada.

**Insun Lee:**

Insun Lee took her B.A. in English Language and Literature at Sacred Heart College for Women in Buchon, Korea, a graduate diploma in Teaching English as a Second Language from the University of Alberta, and is currently teaching Korean at the University of British Columbia while pursuing a graduate degree in second language education. She taught Korean at the Edmonton Korean Language School from 1984 to 1988, and in the Continuing Education program of the Edmonton Public School system from 1987 to 1988.

**Elsbeth Thomson:**

Elsbeth Thomson earned her Honours of Bachelor of Arts degree in urban geography at the University of Victoria, and completed her Master of Arts degree in Chinese Area Studies at the School of Oriental and African Studies at the University of London in 1985. Before returning to SOAS, where she was awarded a two-year fellowship at the Contemporary China Institute, she did a year of intensive Mandarin language training at the National Taiwan Normal University. Her doctoral thesis, in economics, is on China's coal industry. She hopes to have it completed by the end of this year. Elspeth has been teaching in the Geography Department at Simon Fraser University since April 1990.

**Dean Tjosvold:**

Dean Tjosvold earned his doctorate in the Social Psychology of Organizations at the University of Minnesota in 1972, and is now Professor, Faculty of Business Administration at Simon Fraser University. He has published over a 100 articles on managing conflict, co-operation and competition, decision making, power, and other management issues. He co-edited *Productive Conflict Management: Perspectives for Organizations* and co-authored two books for health care professionals. He has authored several books including *Working Together to Get Things Done: Managing for Organizational Productivity*; *Managing Conflict: The Key to Making an Organization Work*; and *Love and Anger: Managing Family Conflict*. He authored *The Conflict Positive Organization* as part of the Addison-Wesley's OD series (1991), and *Team Organization: An Enduring Competitive Advantage* as part of the Industrial and Organizational Psychology Series. He consults on conflict management and related issues and is a partner in several health care businesses in Minnesota.

**Rosalie Tung:**

Rosalie Tung is Professorial Chair Holder of the Ming and Stella Wong Chair in International Business and Comparative Management and an Associate Director of the David Lam Centre for International Communication. She is a former Distinguished Professor of the Faculty of Business Administration at the University of Wisconsin in Milwaukee. She has served on the faculties of the Wharton School (University of Pennsylvania) and the University of Oregon, and as a visiting faculty member at Harvard University, University of California, Los Angeles, and the University of Manchester Institute of Science and Technology (England). Professor Tung has published seven books and numerous articles in academic and professional journals in the area of international business. She is actively involved in management development and consulting activities around the world.

**Jan W. Walls:**

After completing his B.A., M.A. and Ph.D. degrees in Chinese and Japanese languages and literatures, Dr. Walls began his academic career teaching Chinese language and East Asian cultures at the University of British Columbia (1970-78) and the University of Victoria (1978-85). In addition to teaching, he founded and directed the Centre for Pacific and Oriental Studies at Victoria. From 1981-1983 he served as the First Secretary for Cultural and Scientific Affairs at the Canadian Embassy in Beijing, and from 1985 to 1987 he was Senior Vice President of the newly established Asia Pacific Foundation of Canada, where he founded and developed the first Education and Cultural Affairs programmes.

In September 1987 he joined the Department of Communication at Simon Fraser University where he founded and directs a new centre for interdisciplinary study of international, intercultural communication, at SFU's Harbour Centre campus in downtown Vancouver: the David Lam Centre for International Communication.

He has published literary and cultural studies and translations, and lectured widely in the fields of East Asian culture, intercultural communication, and the theory and practice of translation. Within the general field of International and Intercultural Communication, he is most interested and active in East-West communication, particularly in the ways that differences in language structure, social organization, cultural values and technologies significantly effect intercultural communication and co-operation.

**Yvonne Li Walls:**

Yvonne Li Walls is Director of the Chinese Culture and Communication Program at the David Lam Centre for International Communication at SFU at Harbour Centre. She took her Bachelor's Degree in English at Taiwan Normal University, her M.A. in Comparative Literature at the University of Washington, and completed Ph.D. course work in Comparative Literature at Indiana University. A native of north China, she has taught Mandarin Chinese language and culture at institutions in Canada, the U.S., Taiwan, Japan and Beijing. She has published several volumes of literature in translation, Chinese to English, English to Chinese, as well as book reviews on Chinese language and literature.

**Alison Winters:**

Alison Kit Ping Winters graduated from Northcote College of Education in Hong Kong in 1978 and taught Chinese Language and History in Hong Kong for three years before immigrating to North America in 1981. She received both B.A. and M.A. degrees from the University of British Columbia in the field of Chinese literature, and has passed the examination administered by the Department of Secretary of State to qualify as a Cantonese-English translator. She is Program Assistant to the Director of the David Lam Centre for International Communication, and has taught courses in Cantonese Language and Cross-Cultural Communication since June, 1990.