TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

School of Information Management

MMIM 541/COMM 507
CROSS-CULTURAL INFORMATION MANAGEMENT

Trimester 2 2005

COURSE OUTLINE

Contact Details

Course Coordinator:	Name	David J Pauleen		
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Programme Co-ordinator:	Name	Mary Braun		
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Class Times and Room Numbers

Dates:	**4 July – 9 October**
Times:	Tuesdays, 5:40 - 7:30
Venue:	Railway
Office Hours:	By Appointment

Course Objectives

The role of culture in the management of information, technology, knowledge, organisational learning, and global networking. The aim of the course will be to provide students with informed insights into the impact of cultural difference and diversity on the operations of international and New Zealand-based companies and organisations. Topics will include: intercultural communication and cross-cultural management and how these relate to information management, technology usage, and knowledge management. Particularly in managing cross-cultural organisational interfaces such as mergers, negotiations, teamwork, etc. Case studies will figure prominently in the delivery of the course.

1. Understand common terms and models from the fields of intercultural communication and cross-cultural management;

2. Identify negative and positive impacts of culture on individuals, teams and organizations;

3. Be able to identify, analyse and prescribe appropriate strategies in the management of cultural interfaces in national and international organizations;

4. Understand and be able to assess the role of information technology in cross-cultural management.

Course Content

Module 1 – 5 July – Introduction – definition of terms, Communicating across Cultures

Module 2 – 12 July – Cross-cultural Management: Culture and IT, IS, IM, and KM

Module 3 – 19 July – Cross-cultural Management as Knowledge Management,
Cross-cultural Management at interfaces and in Networks

Module 4 – 26 July – Cross-Cultural Leadership – guest speaker Brad Jackson

Module 5 – 2 August – - Case Studies – Berlitz International,
Novo Nordisk: Cross- cultural management as facilitation

Module 6 – 9 August - Student Literature Review Reports

16 & 23 August – Mid term Break

Module 7 – 30 August – Student Literature Review Reports

Module 8 – 6 September – Case Studies– Matsushita Electric: a learning history,
LEGO: transferring identity knowledge, Sulzer Infra :creating *One Winning Team*

Module 9 – 13 September - Student Case Studies

Module 10 – 20 September – Student Case Studies

Module 11 – 27 September – Student Case Studies

Module 12 – 4 October – Remapping the Domain of Cross-cultural Information Management

Readings
Required textbook (available at the University Bookstore) is:

Cross-cultural Management: A knowledge management perspective by Nigel Holden. Financial Times – Prentice Hall, 2002. (placed on closed reserve in the main library)

Recommended books:

International Dimensions of Organizational Behavior (4th edition) by Nancy Adler. South-Western. (one copy placed on closed reserve in the main library and one placed on three-day loan)

International Management by David Thomas (available in the bookstore)

In addition where available links to the web will be activated on the Course Documents page under each week's module. These links will lead to articles on the topic to be discussed that week. Every student is required to read and explore the subject using both the material provided, the web sites pointed to, and any print resources specified.

Other books particularly relevant to this course have been placed on three-day loan in the main library.

Materials and Equipment
Students will need access to computer, printer and internet.

Assessment Requirements
Learning will be by lecture, individual and team work. Students are expected to devote approximately 10 hours per week (including class time) to this course in order to make satisfactory progress.

Details of all assignments will be handed out in class and posted on Blackboard

Attendance & Class Contribution
To meet terms, students are expected to attend at least nine of the twelve sessions and contribute both in class and in on-line forums (all course objectives)

10%

Article Review
Each student will review an article selected by the lecturer and write a critical review of it. The student will lead a class discussion on the article.
10%

See Black Board Assignments for necessary support documents

Cross-Cultural IKM Literature Review
An (4000 word) academic literature review on a topic area of your choice (with the approval of the lecturer). The literature review should be based on 20-40 primarily academic sources.

Topic area might include:
Cross-cultural research in:
Web design
Global IT Implementation
Project management
K M
IM
IS,

etc.

This assignment is due on Week 6

Each student will present the relevant findings in class and post the list of references on Blackboard.

This assessment is worth 40 %.

Read
Webster and Watson, ***Analyzing the past to prepare for the future: Writing a literature review*** (2002) MISQ, vol 26, No 2 for background on writing a literature review

Cross-Cultural Case Study

Research and write a case study on a cross-cultural incident/situation in an organization. This will involve locating and interviewing a key organizational informant. The case will be about 1000 words, plus exhibits and notes (up to 2000 words).

Students will present the case in class.

40%

Use Berlitz International as example of a teaching case study.

Use case writing material as a guide to developing your case study.

Grading standards

Letter Grade	Number grade	Approx Dist'n *	Simple Description	More Complete Description**
A+	Over 84	4%	Outstanding	Far exceeds requirements, flawless, creative
A	80-84	10%	Excellent	Polished, original, demonstrating mastery
A-	75-79	14%	Very Good	Some originality, exceeds all requirements
B+	70-74	22%	Good	Exceeds requirements in some respects
B	65-69	26%	Satisfactory	Fulfills requirements in general
B-	60-64	18%	Acceptable	Only minor flaws. Unoriginal
C+	55-59	4%	Pass	Mistakes, recapitulation of course material
C	50-54	2%	Minimum pass	Serious mistakes or deficiencies
D	40-49	1%	Unacceptable	Little understanding, poor performance
E	00-39	1%	Fail	Below the minimum required

* This is the hypothetical percentage of students that would attain the various levels of performance, over several repetitions of the course, under similar conditions. It is recognised that the distribution in a particular course, particularly with small enrolment, may differ markedly from the long-term distribution.

** The lecturer will develop a more complete or specific description of the meaning of the various levels of performance based upon the specific nature of the assessment in a course. For example, performance may be determined by the qualities of a written report, a classroom presentation, or work in a group project. The words sued to describe these kinds of assessments will obviously vary.

Format of assignments
Assignments must be submitted in hard copy to the paper Coordinator. They should be computer-formatted, 12pt font, 1.5 line spacing, single sided papers, to allow for written comments on the paper. Appendix material does not count toward the required assignment length.

Penalties
In keeping with standards of professionalism appropriate to this programme, it is expected that deadlines will be honoured. In fairness to students who complete work on time, work submitted after the due date/ time will incur penalties for lateness. The penalty is up to 5% of the report's grade per day (or part thereof) late. Unusual or unforeseeable circumstances (e.g. serious illness, family bereavement) may lead to a waiver of this penalty but need to be discussed with the paper coordinator as soon as possible.

Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic.

Communication of Additional Information
Information on the course, including any changes, will be communicated via Blackboard Announcements and/or by email.

Faculty of Commerce and Administration Offices
Railway West Wing (RWW) - FCA Student Administration Office
The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications.

Easterfield (EA) - FCA/Law Kelburn Office
The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office, will be open from 9:00 am to 5:00 pm during Trimester 2, offers the following:
- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

Please note:
There will be a Student Administration Adviser, from the RWW office, based in EA005 from Monday 27 June to Friday 1 July (9:00 am to 5:00 pm) and from Monday 4 July to Friday 22 July (11:00 am to 1:00 pm).

General University Policies and Statutes
Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct
The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what

steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Adviser. This Statute is available in the Faculty Student Administration Office or on the website at: www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at: www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievance Policy which is published on the VUW website: www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:
> Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything *that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.*

Plagiarism is not worth the risk.
Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct *(www.vuw.ac.nz/policy/studentconduct*) and may be penalized severely. Consequences of being found guilty of plagiarism can include:
- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at: www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all

other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support
Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.

Maori and Pacific Mentoring programme (Manaaki Pihipihinga)
This is a free programme of mentoring for Maori and Pacific students doing first year courses within the Faculty of Commerce and Administration. Weekly one hour mentoring sessions: drafting and editing assignments/discussing any questions that you might have from tutorials or lectures and going over every aspect of essay writing, either in small group sessions or on a one-to-one basis.

This includes:
- A computer suite hooked up to cyber commons for students to use to produce their assignments.
- Regular skill-based workshops with a learning adviser from Student Learning Support Services.
- Networking with other Maori and Pacific support groups throughout the university.

For more information please contact:
Melissa Dunlop, Programme Coordinator
Ph: 463 6015 or Email: Maori-Pacific-Mentoring@vuw.ac.nz