

School of Marketing and International Business

IBUS 309

ST:EXPERIENCING MANAGEMENT ACROSS CULTURES

Trimester 1 2006

COURSE OUTLINE

Contact Details

Course Coordinator: Dr. Peter Zettinig
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Class Times and Room Numbers

Lectures: Tuesdays 11.30am to 1.20pm, GB LT3
Thursdays 11.30am to 12.20pm, GB LT3

Tutorials: This course has an experiential component in form of a cross-cultural exercise during the period between 23rd of March and 13th of April, 2006. Students will be required to devote all of their tutorial time for working on the Global Enterprise Experience (GEE) project.

Final Exam: During Trimester 1 examination period (5-25 June 2006).

Course Objectives

The objective of IBUS 309 is to combine conceptual learning with experiential learning. Students will not only be introduced to different concepts of culture but will also experience cross-cultural interaction firsthand. Through the Global Enterprise Experience (GEE), students will experience how people from different cultural backgrounds interact and work

toward a common team goal of creating and developing a business concept. The learning targets for this course centre on cross-cultural knowledge and competencies, business concept innovation and work in international virtual teams. The first essay (personal action plan) contributes to these learning targets by preparing the mindset for experiential learning in the GEE. The group report is a reflection on the experience and the learning achieved in the Global Enterprise Experience. It is a consolidated account of the discussion among the two VUW team members which led their respective international GEE team. The individual essay allows you to demonstrate your synthesised learning about business concept innovation in virtual teams with cross-cultural coordination. Mini assignments during part III of the course will also assist you in organising the information and materials for your individual essay.

Course Content

The course is structured on three different but interrelated parts. Part I (lecture weeks 1-4) introduces students to the main learning goals of the course and establishes conceptual knowledge about 'business concept innovations', 'blue ocean strategies', and the structures, coordination and mechanisms of teamwork.

Part II (lecture weeks 4-6) is a practical exercise in which students form pairs and lead a globally composed cross-cultural team through the task of creating and developing a business concept (to enter the GEE competition).

The third and final component of the course (weeks 7-12) introduces the students to the concept of culture, intercultural communication and negotiating across cultures to achieve desired goals. In this part, students will once again experience cross-cultural differences firsthand and will be able to compare this experience to the GEE, and to put these experiences into perspective through a synthesis of concepts and experiences.

Readings

Thomas, David C. (2002). *Essentials of International Management: A Cross-Cultural Perspective*, Thousand Oaks: Sage Publications. ISBN: 0-7619-2181-8.

Selected articles will be available via Blackboard. The students will receive additional materials in the form of handouts in the lectures.

1. Francis, J. N. P. (1991). When in Rome? The effects of cultural adaptation on intercultural business negotiations, *Journal of International Business Studies*, 22(3): 403-428.
2. Graham, J.L (1985). The influence of culture on the process of business negotiations: an exploratory study. *Journal of International Business Studies*, 16 (1): 81-95.
3. Graham, J.L., Evenko, L.I. & Rajan, M.N. (1992). An empirical comparison of Soviet and American business negotiations, *Journal of International Business Studies*, 23: 387-418.
4. Hofstede, G., Van Deusen, C.A., Mueller, C.B., Charles, T.A. (2002). What goals do business leaders pursue? A study in fifteen countries. *Journal of International Business Studies*, 33 (4): 785-803.

Assessment Requirements

Task	Weight	Due Date
Essay	10%	23. March 2006
Group Report	20%	4. May 2006
Individual Discussion Paper	20%	1. June 2006
Mini assignments	10%	Weeks 7-11
Coursework	60%	
Final Exam	40%	

Essay (personal action plan)

Prepare an essay in which you describe your personal strategy for the Global Enterprise Experience. Include the following issues in your essay:

(1) your approach to the formation of and leadership in a virtual team; (2) the modes of coordination you will attempt to establish (including issues of knowledge, communication and decision making); (3) an outline of your approach for generating a business concept innovation together with your team (including ideas on how to foster a creative environment when your team members are connected only through an IT infrastructure); (4) a discussion of the difficulties you expect to experience in this project (such as: cultural differences, time differences, the virtual nature of the team, the challenge, etc.).

The marking of this assignment will be based on the following criteria: (a) structure of the essay (how well you guide the reader through your ideas); (b) integration and application of concepts discussed in the lectures; (c) quality of analysis of your challenge during the Global Enterprise Experience; (d) originality of your approach in using different concepts and ideas in to guarantee success of the project; (e) quality of your evaluation concerning the expected challenges ahead.

The essay contributes 20% to the final grade, must be around 2000 words in length and is **due on the 23rd of March 2006**. Delivery is via Blackboard.

Group Report

The two VUW-members of each GEE team will work on this group report together. Your task is to develop a mutual discussion about the events that took place during the Global Enterprise Experience and to report on them. Include the following issues: (a) how did you experience leadership in your team? (b) how dispersed was knowledge, how did your team establish communication and how were decisions made? (c) how did you come up with your business idea and how did it evolve into a business concept? (d) which roles did different team members take? (e) what cultural differences did you experience, what were your reactions to these, and how did they affect your GEE project? (f) what advantages and disadvantages of working in a virtual team that is connected only via IT infrastructures did you experience?

Your work will be evaluated based on the following criteria: (1) clear structure; (2) quality of your analysis of past events based on conceptual knowledge; (3) demonstration of your learning; (4) evaluation of processes involved and recommendations for alternative approaches.

The group report is **due on the 4th of May 2006**. Expected length is about 3000 words and the delivery of this assignment (worth 20% of your overall course grade) will be via Blackboard.

Mini Assignments

During lectures 7-11 you will be given several assignments to conduct in class individually or in small groups. Each of these assignments is intended to help you to assess your own development throughout the course, to map your ideas and apply them in writing your final individual essay. These assignments count for a total of 10% of your final grade. Because these assignments will be conducted in class, if you are not present in class on those days, you will not be assessed on the assignment. Each mini assignment is worth 2-3% of your total course grade, and will be collected at the end of each class and returned to you during the following lecture.

You will receive the maximum points for the assignments if you show that you have thought about your response and applied your experiences or concepts learned (e.g., you did not just complete the assignment for the sake of completing it). You will only receive partial points for the assignment if you come to class but do the assignment half-heartedly (e.g., do not think your answers through or do not answer the questions in full), and you will receive no credit for the assignments if you do not come to class or if you come to class but do not complete the assignments.

Since these assignments will help both you and the course instructors to track the development of your ideas and learning throughout the course, you will need to attach them as appendices to your individual essays. Thus, **DO NOT LOSE YOUR ASSIGNMENTS!** Keep them in a safe place. As a precaution, you may want to photocopy each assignment after it has been marked and returned to you.

Individual Essay

This individual essay gives you the opportunity to review your personal learning and to provide us with some evidence of your learning. Essay topic: *'Managing across borders – the challenges and opportunities of international team work'*. Discuss concepts from the course (such as how business concept innovations are generated, virtual teams operate, cross-cultural differences affect the work in teams, etc.) and relate them to your experiential learning. We are going to mark this essay based on (a) the development of an initial research question or statement; (b) the integration of conceptual and experiential knowledge from the course; and (c) your conclusions resulting in a synthesis of knowledge about managing cross-cultural teams.

You should also include your mini assignments from Part III of the course as appendices to your final essay. This will help in assessing the development of your ideas and knowledge and will provide us with some additional information about your GEE teams.

This assignment accounts for 20% of the overall mark for this course and is expected to be around 2000 words. It is **due on the 1st of June, 2006** and should be submitted via Blackboard.

Final Exam

The final exam has a weight of 40% of the final grade and will be held during the exam period of Trimester 1 2006 (between the 5-25. of June 2006). The student is expected to draw from the content of the textbook, from the content and the discussions in lectures, from experiential learning during the Global Enterprise Experience and the cross-cultural simulation. The final lecture will be designed to support students' preparation for the exam.

Penalties

Late submissions are penalised 5%. The due date indicated in the Course and Tutorial Schedule is the due date of submission. Submission is principally through Blackboard on the due day (any time). Any submission more than 48 hours late will not be considered! All work submitted must clearly indicate the course name, title and topic of the assignment, your name, ID number, tutor's name, tutorial time and room. ***Exemption from this rule: Mini Assignments.*** Because the mini assignments will be conducted in class and may only be completed by attending class, any late submissions of mini assignments (e.g., after the conclusion of class) will not be considered. You may complete the mini assignments at a later date, however, you will not receive points for them (e.g., completion will be useful for your final essay, but will not be graded if late).

Extensions **must be applied for in advance** - they will only be considered if a written application is made at least 24 hours prior to the due date, except where the student has a medical certificate, a note from the student counsellor, or some exceptional circumstance exists. Application for an extension must be made to the course coordinator.

Mandatory Course Requirements

In order to obtain a positive overall grade (C, C+, B-, B, B+, A-, A, A+) you need to have a **minimum of 40% in the final exam** and you need to have a **minimum of 50% overall** (the weighted sum of all assessments). Participation in the Global Enterprise Experience is required to obtain a pass.

Communication of Additional Information

All additional information, lecture notes, notices, feedback to your individual assignments etc. will be found on Blackboard.

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. To check for opening hours call the office on (04) 463 5376.

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 is available for 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.

Check with the Student Administration Office for opening times (04) 463 5376.

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 Advisor. 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 Grievances 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.

Manaaki Pihipihinga Maori and Pacific Mentoring programme (Faculties of Humanities and Social sciences and Commerce and Administration).

- **What:** Academic Mentoring for Maori and Pacific students studying at all levels in the above faculties. Weekly sessions for an hour with a mentor to go over assignments and any questions from tutorials or lectures. Registered students can use the faculty's study rooms and computer suite at any time at Kelburn and Pipitea.
- Mature student and Post grad network

If you would like to register as a mentor or mentee please contact the coordinator.

Where:

Melissa Dunlop
Programme Coordinator
Room 109 D
14 Kelburn Parade: back courtyard
Ph: (04) 463 6015
Email: Maori-Pacific-Mentoring@vuw.ac.nz

Please Note: A mentoring room will also be running at Pipitea Campus starting January. Please contact the Programme Coordinator for details.

IBUS 309
Course Schedule 2006

Session	Week Beginning	Topic	Information	Deadlines
1	27. February 2006	Introduction to the Course		
2	6. March 2006	How teams work. Forming your GEE team.	Materials on Bb.	
3	13. March 2006	Business concept innovation.	Materials on Bb.	
4	20. March 2006	GEE preparation. GEE-start		Essay Personal Action Plan (23. March 2006)
5	27. March 2006	GEE		
6	3. April 2006	GEE		1. Business Concept 2. Journal (GEE 13 April 2006)
7	24. April 2006	Cross-cultural simulation activity: <i>Working in multicultural teams</i>	Attendance mandatory	Mini assignment 1 – end of class
8	1. May 2006	The meaning of culture: <i>What it is and where it comes from</i>	Reading: Text Ch. 1, 2 & 3	Group Report (4. May 2006) Mini assignment 2 – end of class
9	8. May 2006	Cross-cultural interaction: <i>Communicating and negotiating across cultures</i>	Reading: Text Ch. 4 & 6, Articles: 1, 2 & 3	
10	15. May 2006	Business goals in a cross-cultural context: <i>The challenge of multicultural groups and teams</i>	Reading: Text Ch.5, 7 & 8, Article 4	Mini assignment 3 - end of class
11	22. May 2006	Managing across borders: <i>What have we learned about cross-cultural management?</i>		Mini assignment 4 – end of class
12	29. May 2006	Review		Individual Discussion Paper (1. June 2006)