



School of Marketing & International Business

## **IBUS 404 CROSS-CULTURAL MANAGEMENT**

Trimester Two 2007

### **COURSE OUTLINE**

#### **Contact Details**

**Lecturer:** Dr. Audra I. Mockaitis  
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#### **Class Times and Room Numbers**

**Lectures:**  
Wednesdays 15:40-18:30 RWW 128

**Final examination period:** 15 October – 11 November, 2007. The exact day and time of the final examination will be announced when known.

#### **Course Objectives**

This course focuses on management in a cross-cultural context. We will look at various international business and management issues mainly through the prism of culture. We will explore the concept of culture in depth and analyse its influence on both interpersonal and interorganisational interaction, with the objective of developing analytical and practical skills for managing effectively in the multicultural workplace.

It is expected that having completed this course you will have a greater appreciation of the “hidden” aspects of international business and management and that you will appreciate that various interpretations exist to seemingly simple issues. You should leave this course not only well versed in the literature on cross-cultural management, but also well prepared for intercultural encounters in an international business setting.

As with any course, what you take away from the course is proportional to what you put into it. But this is even truer for a course such as this. As course lecturer, I will act as facilitator for the class discussions and will provide the background materials for each topic through lectures and interactive exercises. I expect that you will come to class ready to provide a meaningful

contribution and having read all of the assigned literature. The quality of the discussion, conclusions and your own learning experience will depend on what you bring into this course. We will participate in a few simulation activities to illustrate concepts learned as well. Here, your input will be even more important - it is essential that you participate in these activities enthusiastically (and with an open mind) and strive to make them work for you and your colleagues.

## Course Content

The following topics will be analysed during this course:

- The concept of culture
- Trends in cross-cultural management research
- Intercultural interaction and communication
- Language & culture, MNE language policy
- Negotiating across cultures
- Cross-cultural leadership
- Expatriate issues: policy formation, intercultural interaction, adjustment
- Managing international alliances

A detailed schedule of readings by topic is included under the section entitled *Detailed Course Schedule*.

## Course Materials:

Most of the required readings for this course will be available on Blackboard and are organised by week. Required readings should be seen as a starting point for knowledge about each of the course topics. Because there is no course textbook, you are also encouraged to locate additional relevant literature on your own.

You will be provided with a separate compendium of case readings in addition to the readings on Blackboard.

## Blackboard:

I have created a separate site for this course on **Blackboard**. All announcements pertaining to the course will be posted here. You will also find most of the readings and additional resources for the course on this site, such as guidelines for your final paper and seminars, instructions for all assignments, presentations, handouts and links to additional resources. **Because almost all of your course materials will be on this site please make sure that you have access to the Blackboard site during the first week of class.**

## Materials and Equipment

No additional equipment will be required for this course. No additional materials will be permitted during the final examination.

## Mandatory Course Requirements

You are required to obtain an overall mark of at least 50%, and a mark of 50% on the final examination to pass this course.

## Assessment Requirements

This course is comprised of 60% coursework and 40% final examination (three hours). Coursework is comprised of one class seminar, in-class discussion and a final paper. A brief description of each of the pieces of assessment follows. Detailed guidelines and assessment criteria for all assignments are provided on Blackboard.

| Assessment                       | Weight | Due Date              |
|----------------------------------|--------|-----------------------|
| Class seminar                    | 25%    | From Week 8 (various) |
| Contribution to class discussion | 15%    |                       |
| Final paper:                     | 20%    | 12th October          |
| Final examination                | 40%    | TBA                   |

**Class seminar.** Part II of the course (5 sessions, weeks 8-12) centres on application of the concepts and theories. You will work independently or with a colleague in leading part of the class session (I will lead part of the discussion), which will revolve around the case study assigned to you (randomly drawn and assigned). This will comprise 25% of your final mark. You will be marked on your presentation, knowledge and application of the concepts and readings and the extent to which you engage the class in a productive and lively discussion on the topic. Requirements and assessment details for the class seminar are provided on Blackboard. A separate compendium of case readings will be provided in hard copy. Please note that your participation in the seminars is not limited to your own session; you are expected to keep up with all of the readings and come to class prepared to thoroughly discuss each case study.

**Contribution to class discussion:** The success of class sessions during weeks 7-12 will depend heavily on the extent of your preparation for class discussions. You should assist your colleagues in the presentation of their case session by keeping up with all readings. You should have a working knowledge of all the case studies and journal articles and be able to answer questions posed to you. Your contribution mark for each session (comprising 15% of the final mark) will depend on the level of knowledge you display about the topic. If you do not come to class prepared (e.g., if it is obvious that you have not read the assignment), you will receive a mark of zero for that class session. More information is provided in the class seminar assessment guide on Blackboard.

**Final paper:** It is expected that the course readings will spark your interest in a particular aspect of cross-cultural management and assist you in writing your final paper. This will comprise 20% of your final mark. Because part II of the course will be intensive, you should begin working on your final paper early in the trimester by familiarising yourself with the course literature and selecting a topic. Your topic must be finalised by the **1<sup>st</sup> August**. The final draft of your paper will be **due on Friday, 12<sup>th</sup> October** by 12 pm. You will receive detailed guidelines for writing your paper on Blackboard. These guidelines will take you through the writing process and provide advice for selecting your topic, formulating a research question, conducting research, structuring the paper, and referencing.

## DETAILED COURSE SCHEDULE, 2007

| Week   | Date                       | Topic   | Readings  | Class activities and assignments  |
|--|----------------------------|---|---|---|
| <b>PART I: AN OVERVIEW OF CONCEPTS AND THEORIES</b>  |                            |   |   |   |
| 1  | Wed, 11 <sup>th</sup> July | Course introduction. Refresher                                |   |   |
| 2  | Wed, 18 <sup>th</sup> July | The basics: culture, language and communication               | Harzing et al, 2005; Korac-Kakabadse et al, 2001; Marschan-Piekkari et al, 1999; Oyserman et al, 2002.              | <b>Seminar allocation</b> for Part II<br>In-class activity                                    |
| 3  | Wed, 25 <sup>th</sup> July | The field of international and comparative management         | Adler, 1983; Earley, 2006; Hofstede, 2006; Javidan et al, 2006; Kirkman et al, 2006; Leung et al, 2005.             |   |
| 4  | Wed, 1 <sup>st</sup> Aug   | Conducting cross-cultural research                            | Green & White, 1976; Mullen, 1995; Negandhi, 1983; Sekaran, 1983.   | <b>Final paper topic selection</b>  |
| 5  | Wed, 8 <sup>th</sup> Aug   | No class. Independent study                                   |   |   |
| 6  | Wed, 15 <sup>th</sup> Aug  | No class. Independent study                                   |   |   |
| <b>20<sup>th</sup> Aug – 3<sup>rd</sup> Sep                      MID - TRIMESTER BREAK</b>     |                            |   |   |   |
| <b>PART II: APPLICATIONS</b>   |                            |   |   |   |
| 7  | Wed, 5 <sup>th</sup> Sep   | Negotiating across cultures                                   | Graham, 1983; Graham, 1985; Morris et al, 1998; Sebenius, 2002.   | <b>Video case:</b> Mustang Jeans<br>In-class activity   |
| 8  | Wed, 12 <sup>th</sup> Sep  | The multicultural workplace I: multicultural groups and teams | Elenkov, 1998; Hofstede, 1983; Hofstede, 1993; May et al, 2005; Michailova, 2000; Puffer, 1994.                     | <b>Case study:</b> Cimetrics Technology   |
| 9  | Wed, 19 <sup>th</sup> Sep  | The multicultural workplace II: the international manager     | Kanungo & Wright, 1983; Kelley et al, 1987; Zander & Romani, 2004   | <b>Case study:</b> Silvio Napoli at Schindler India   |
| 10   | Wed, 26 <sup>th</sup> Sep  | Expatriate issues I: the cross-cultural adjustment process    | Black & Gregersen, 1991; Black & Gregersen, 1999; Black & Mendenhall, 1991; Gupta & Govindarajan, 2002.             | <b>Case study:</b> The case of the floundering expatriate                                     |
| 11   | Wed, 3 <sup>rd</sup> Oct   | Expatriate issues II: developing effective staffing policies  | Naumann, 1992; Shaffer et al, 1999; Shay & Baack, 2004; Shin et al, 2007.   | <b>Case study:</b> Colgate-Palmolive: managing international careers                          |
| 12   | Wed, 10 <sup>th</sup> Oct  | Managing international alliances                              | Barkema & Vermeulen, 1997; Hennart & Zeng, 2002; Pothukuchi et al, 2002; Sirmon & Lane, 2004; Vestring et al, 2003. | <b>Case study:</b> Oil and <i>Wasser</i><br><b>Final paper</b> (Friday, 12 <sup>th</sup> Oct) |
| <b>15<sup>th</sup> Oct - 11<sup>th</sup> Nov                      FINAL EXAMINATION PERIOD</b> |                            |   |   |   |

*Note:* The full readings list is provided in your course compendium and on Blackboard.

## Note on Referencing

All of your references must follow the referencing format of the Journal of International Business Studies. See: <http://www.jibs.net/> ('Instructions for Authors'). Please also consult articles within the journal for additional examples.

## Penalties

You must attend your assigned case session to avoid a mark of zero for the class seminar. Late assignments will not be accepted. Exceptions will be made only for special circumstances (bereavement, illness, etc.) where documentation is provided.

## Communication of Additional Information

All of your course marks will be uploaded to Blackboard as soon as they are available. Course notices will also be updated under *Announcements*.

## Faculty of Commerce and Administration Offices

### Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services 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 Student and Academic Services Office on (04) 463 5376.

### Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education 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.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

## Notice of Turnitin Use

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <<http://www.turnitin.com>>. Turnitin is an on-line plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting misreferencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. At the discretion of the Head of School, handwritten work may be copy typed by the School and subject to checking by Turnitin. You are strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

**General University Policies and Statutes**

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar or go to [www.vuw.ac.nz/policy](http://www.vuw.ac.nz/policy).

For information on the following topics, go to the Faculty's website [www.vuw.ac.nz/fca](http://www.vuw.ac.nz/fca) under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

**Manaaki Pihipihinga Programme**

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email [manaaki-pihipihinga-programme@vuw.ac.nz](mailto:manaaki-pihipihinga-programme@vuw.ac.nz) or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email [pacific-support-coord@vuw.ac.nz](mailto:pacific-support-coord@vuw.ac.nz) or phone (04) 463 5842.