

School of Marketing and International Business

IBUS 306
EXPERIENCING MANAGEMENT ACROSS CULTURES

Trimester 1 2008

COURSE OUTLINE

Contact Details

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Class Times and Room Numbers

Lectures: Mondays 11.30 am to 13.20am, GBLT4
Fridays 11.30 am to 12.20am, GBLT4

Tutorials: This course has an experiential component in the form of a cross-cultural exercise during the period between 1st May to 22nd May, 2008. Students will be required to devote all of their tutorial time to working in collaborative learning groups and on the Global Enterprise Experience (GEE) project.

Final Exam: During Trimester 1 examination period (2nd-25th June 2008).

COURSE OBJECTIVES

The objective of IBUS 306 is to combine conceptual learning with experiential learning and learning-by-doing with reflective learning. Students will acquire valuable competencies related to working in global virtual teams, an increasingly important means of organising work within multinational enterprises (MNEs), internationally active small and medium-sized enterprises and cooperative forms of organising (i.e. strategic alliances, international joint ventures, virtual corporations). This course will contribute to the student's self-confidence (know-what) and professional conduct (know-how) in leading and organising multicultural global virtual teams.

In this course you will learn how to build, organise and lead a global virtual team, you will be introduced to business concept innovation and participate in a competition (GEE), which will enhance your learning through actual experiences.

Your first assessment will be based on the outcomes and performance of your ***collaborative group work***. All students in their respective collaborative working groups will be allocated topics during the first week of lectures. Your group will give a presentation and will be in charge of leading the discussion on your topic. This group work and presentation will help you to engage more deeply with the subject. It will also facilitate intensive interaction between your group members, coordination of your efforts and enhance your communication skills. In addition, leading the discussion session will help you to better prepare for the GEE.

You will also submit (via Bb) a '*preparatory action plan*' before the GEE commences in May. The objective of this exercise will be to track your individual preparation for the challenge of leading a team of 6-8 individuals, who are dispersed **all over the world**, and whom you will coordinate solely through virtual means. The final examination will be designed as a reflective opportunity to describe your experiences and to develop your own insights and theories from the interactions to which you have been exposed during this course.

COURSE CONTENT & READINGS

Readings will be accessible via Bb. The following readings are intended as a starting point for your Collaborative Work Group assignments (as allocated during Week 1). However, you should familiarise yourself with all of the literature and make valuable contributions to each discussion session.

Week 1: Introduction to the Course

- Introducing the contents, processes and modules of IBUS 306.
- Assessments, mandatory course requirements.
- Presentation of the real challenge in IBUS 306: GEE 2008.
- Friday: Preparation session for CWG presentations.

- Week 2: Project Management for Global Virtual Teams (GVT)**
- Brown, K.A. and Hyer, N.L. (2002). Whole-brain thinking for project management. *Business Horizons*, May-June 2002: 47-57.
 - Klein, G. (2007). Performing a Project Premortem. *Harvard Business Review*, September 2007: 18-19.
 - Majchrzak, A., Malhotra, A., Stamps, J. and Lipnack, J. (2004). Can Absence Make a Team Grow Stronger? *Harvard Business Review*, May: 131-137.
 - Pinto, J.K. and Kharbanda, O.P. (1996). How to Fail in Project Management (Without Really Trying). *Business Horizons*, June-July: 45-53.
- Week 3: Business Concept Innovation**
- McGrath, R.G. and Keil, T. (2007). The Value Captor's Process - Getting the most out of your business ventures. *Harvard Business Review*, May 2007: 128-136.
 - Hansen, M.T. and Birkinshaw, J. (2007). The Innovation Value Chain. *Harvard Business Review*, June 2007: 121-130.
 - Zu Knyphausen-Aufsess, D., Bickhoff, N. and Bieger, T. (2006). Understanding and breaking the rules of business: Toward a systematic four-step process. *Business Horizons*, 49: 369-377.
 - Kim, C.W. and Mauborgne, R. (2004). Blue Ocean Strategy. *Harvard Business Review*, October 2004: 76-84.
 - Eppinger, S.D. (2001). Innovation at the Speed of Information. *Harvard Business Review*, January 2001: 149-158.
 - Kim, C.W. and Mauborgne, R. (1997). Value Innovation: The Strategic Logic of High Growth. *Harvard Business Review*, January-February 1997: 103-111.
- Week 4: Team Organisation and Management**
- Martins, L.L., Gilson, L.L. and Maynard, M.T. (2004). Virtual Teams: What Do We Know and Where Do We Go From Here? *Journal of Management*, 30 (6): 805-835.
 - Zakaria, N., Amelinckx, A. and Wilemon, D. (2004). Working Together Apart? Building a Knowledge-Sharing Culture for Global Virtual Teams. *Creativity and Innovation Management*, 13 (1): 15-29.
 - Hambrick, D.C., Davison, S.C., Snell, S.A., and Snow, C.C. (1998). When Groups Consist of Multiple Nationalities: Towards a New Understanding of the Implications. *Organization Studies*, 19 (2): 181-205.
 - (Extra reading) Govindarajan, V. and Gupta, A.K. (2001). Building and Effective Global Business Team. *MIT Sloan Management Review*, 42 (4): 63-71.
- Week 5: Leading Multicultural GVTs**
- Hofstede, G. (1980). Motivation, Leadership and Organization: Do American Theories Apply Abroad? *Organizational Dynamics*, 9 (1): 42-63.
 - Javidan, M., Dorfman, P.W., Sully de Luque, M., and House, R.J. (2006). In the Eye of the Beholder: Cross Cultural Lessons in Leadership from Project GLOBE. *Academy of Management Perspectives*, 20 (1): 67-90.

Week 6: Leading Multicultural GVTs

- Henderson, J.K. (2005). Language Diversity in International Management Teams. *International Studies of Management & Organization*, 35 (1): 66-82.
- Saunders, C., Van Slyke, C., and Vogel, D.R. (2004). My Time or Yours? Managing Time Visions in Global Virtual Teams. *Academy of Management Executive*, 18 (1): 19-31.
- Jarvenpaa, S.L. and Leidner, D.E. (1999). Communication and Trust in Global Virtual Teams. *Organization Science*, 10 (6): 791-815.
- Tjosvold, D. and Wong, A.S.H. (2004). Innovating across Cultural Boundaries: Applying Conflict Theory to Develop a Common Approach. *International Negotiation*, 9: 291-313.

Week 7: Multicultural Team Building

- Polzer, J.T. (2003). Leading Teams. *Harvard Business School Discussion Paper* Nr. 9-403-094: 23 pp.
- Gratton, L., Voigt, A., and Erickson, T. (2007). Bridging Faultlines in Diverse Teams. *MIT Sloan Management Review*, 48 (4): 22-29.
- Greenberg, P.S., Greenberg, R.H. and Antonucci, Y.L. (2007). Creating and Sustaining Trust in Virtual Teams. *Business Horizons*, 50: 325-333.
- Farkas, M.T. (2001). A Note on Team Process. *Harvard Business School Discussion Paper* Nr. 9-402-032: 17 pp.
- **PRE GEE questionnaire**

Weeks 8-11: Global Enterprise Experience

- Individual meetings concerning emerging issues during GEE
- In dept interviews with a few selected team leaders (to contribute to sessions in weeks 11 & 12 and to support academic research on that topic)
- Trouble-shooting sessions (by appointment)

Week 12: Review

- What have we learned?
- How will we be able to use this in our own future?
- What this course can contribute to your own career?
- Friday: How best to prepare for the exam?

WORKLOAD

Students should expect to work an average of at least 10 hours per lecture week for this course. During certain phases of the course (depending on your collaborative learning group allocations, and during the three weeks of the GEE) you will need to reserve additional time.

ASSESSMENT REQUIREMENTS

Task	Weight	Due Date
Coursework:		
Collaborative Group Work	15%	Assigned in Week 1
Individual Component	5%	25 th April 2008
Individual Assignment	30%	25 th April 2008
Final Exam	50%	

Collaborative Group Work

During the first week of lectures you will form collaborative learning groups (CLG). These groups will help you with your learning during this course. Collaborative learning groups will form the basis for sharing learning contents, leading discussions, preparing presentations, and challenging your colleagues during the seminar-style sessions. Each CLG will prepare a presentation on the key concepts on one of the topics (weeks 2-7) to the class, answer any questions and offer your own solutions to the problems you identify. You will also *lead* a class discussion, for which you will develop your own framework. Guidelines for this assignment and assessment criteria will be posted on Bb to help you focus on the most critical success factors in highlighting key concepts, giving your presentation and leading the discussion.

The *individual component* (5%) of your CLG will be based on your peers' (your CLG members) evaluation of your contributions. For this you will submit a short (max. 100 words) written evaluation of each of your CLG members on the last page of your individual assignment (due *25th April, 2008*).

Individual Assignments

You will be asked to formulate a preparatory action plan to submit via Bb by the **25th April 2008**. Your contribution to the process of this assignment is critical to your success in the remainder of this course, as it will prepare you for your role as team leader in the GEE. The challenge in the GEE will be **to lead, organise and manage a team** of up to 8 students from all around the world to function effectively and jointly in producing a potentially winning **business concept**. We will have the session on the 11th April to help you prepare for this assignment and subsequently for the GEE.

The action plan should include 'sense making' about the content of the course sessions/lectures (which will give you many of the needed conceptual tools) and may include the following:

- (1) Definition of your role as the team leader of your global virtual team;

- (2) Definition of your approach to this leadership position;
- (3) Reflection on the different factors that must be taken into account (e.g., creating a social infrastructure, building relationships, communication channels, a shared group vision, a shared approach to defining and managing tasks, etc.) in global virtual teams;
- (4) Evidence of research and discussion about the different ways of developing a technical infrastructure in which a social context can be created to help you accomplish your tasks;
- (5) Definition of your own approach to coordinating your global virtual team, taking the following into account: (a) information distribution and information asymmetries, (b) communication channels, procedures and policies, and (c) decision-making mechanisms;
- (6) A design of the structure and process that will facilitate the development of ideas, shared criteria and objectives that your team will implement in the final deliverable - your business concept entry to the GEE;
- (7) Reflection about how your ideas for an innovative business concept will be understood by your team members overseas (who may not have been exposed to the same lectures as you have in this course);
- (8) Reflection about establishing a workable process (project management) to ensure that all members of the global virtual team contribute to its outcomes and that the team as a whole effectively shares tasks;
- (9) Development of a strategy to minimise the negative influences of the following on the success of your project: (a) time differences, (b) spatial distance, (c) virtual means of interaction, (d) cultural differences, (e) differences in technical infrastructures and availability of the Internet in some parts of the world (e.g., some parts of Africa), (f) sources of conflict, and (g) inactive team members; and
- (10) Identification of the potential scale and scope of these threats (above, 9) to your project and the development of feasible strategies and tactics for minimising them.

The assessment of your assignment will be based on the following criteria:

- (1) *Communication*. How well is the action plan structured? How well is the reader guided through this action plan? How clear are the ideas, and how plausible are they?
- (2) *Information literacy*. How well does the report reflect an informed mindset? Is the reader convinced that you have researched reliable and useful sources for advancing your understanding of the issues and for finding solutions to dealing with the challenges?
- (3) *Inquiry*. Are the problems well understood (knowledge and understanding)? Is the process of dealing with these problems based on a well-selected concept(s) or method(s) (analysis and application)? Based on these, does your approach offer convincing solutions that can be used in a realistic setting? Have you evaluated your approach critically and developed eventual alternatives (synthesis and evaluation)?

The individual assignment is due on **25th April 2008**. It comprises 30% of your overall grade in this course. Submission is exclusively **via Blackboard** by midnight. There is no word limit for this assignment. You are required to make a sensible evaluation of a suitable length for such a paper.

Note on referencing: You are expected to consult the literature in preparing both assignments, to apply the concepts and theories from the course, and to reference your sources appropriately. Follow the referencing guidelines of the *Journal of International Business Studies* (www.jibs.net) when citing your sources. Do not rely solely on the provided materials and Internet sources, but make a concerted effort to consult academic journals (easily accessible electronically on campus via the library) when writing your papers.

Final Exam

The final exam has a weight of 50% of the final course mark and will be held during the exam period of Trimester 1 2008 (2nd – 25th June). It is of critical importance for this exam to attend all lectures and to keep up with the readings. Your active participation in the GEE will also provide you with much of the knowledge for attaining a passing grade on your exam. The best preparation for sitting this exam will be: active participation in your CLG, presentation and discussion, participation in sessions/lectures, keeping up with the readings, thoroughness in your individual assignment. Assessment of your exams will not be limited to memorising information but will seek to establish a level at which you are able to use **knowledge** and **understanding (C- level, minimum)** to **apply** concepts, **analyse** situations (**B-level**), **synthesise** approaches and **evaluate** alternatives (**A-level**).

Penalties

Late submissions are penalised 5%. The due date indicated for each of the assignments is the due date of submission. Assignments must be submitted through Blackboard on the due day (any time until midnight). Any submission more than 48 hours late will not be considered! All submitted work must clearly indicate the course name, title and topic of the assignment, your name and ID number. Extensions **must be applied for in advance** - they will only be considered if a written application is made at least 48 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 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 mandatory**. Further it is mandatory to **attend all lectures** in weeks 2-8 [in case that is a problem you need to discuss it well in advance with the course coordinator].

Communication of Additional Information

All additional information (lecture notes, notices, feedback to your assignments, etc.) will be found on Blackboard. We encourage you to use the specified office hours if you have questions. For questions of wider relevance (to other students) you should use the discussion groups on Bb.

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.

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.

For information on the following topics, go to the Faculty's website 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
- Notice of Turnitin Use

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 or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.

IBUS 306
Course Schedule 2008

Session	Week Beginning	Topic	Information	Deadlines
1	25. February 2008	Introduction to the Course and Outline of the Challenge (GEE)	Students will be put into groups and given topics	<i>CLGs; Assignment of Topics;</i>
2	3. March 2008	Managing a Project	PZ	<i>Deadlines for CLGs</i>
3	10. March 2008	Business Concept Innovation	PZ	<i>Deadlines for CLGs</i>
4	17. March 2008	Team organisation, management and processes.	AM	<i>Deadlines for CLGs</i>
5	24. March 2008	Leadership in Global Virtual Teams (1h)	LZ, AM	<i>Deadlines for CLGs</i>
6	31. March 2008	Leadership in Global Virtual Teams (2h)	LZ, AM	<i>Deadlines for CLGs</i>
7	7. April 2008	Monday: Building an effective multicultural business team Friday: Assignment Help	AM (7. April) PZ (11. April)	<i>Deadlines for CLGs</i>
8	28. April 2008	Monday: Preparation session for GEE Friday: GEE	PZ GEE Start 1. May	SUBMISSION: Individual Assignment (28 th April)
9	5. May 2008	GEE	GEE Scheduled Sessions with Teams (AM, LZ, PZ)	
10	12. May 2008	GEE	GEE Scheduled Sessions with Teams (AM, LZ, PZ)	
11	19. May 2007	GEE Friday: Debrief Session	GEE End 22. May	GEE Deliverables: 22 nd of MAY
12	26. May 2007	Review	PZ, AM	