

School of Marketing and International Business

IBUS 404 CROSS-CULTURAL MANAGEMENT

Trimester Two 2008

COURSE OUTLINE

Contact Details

Lecturer: Dr. Audra I. Mockaitis
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Office Hours: By appointment

Class Times and Room Numbers

Lectures:
Mondays 11:30-14:20 RWW 125

Trimester dates: 7th July-9th November

Final examination period: 13th October – 9th November, 2008. 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*.

Expected Workload:

You should expect to devote about 15 hours per week of independent study to this course.

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 a list of readings.

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 materials for the course on this site, such as guidelines 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 two class seminars, one discussant session and a final synopsis. 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 seminars	20%	Various
Discussant session	20%	Various
Final synopsis/presentation	20%	29 th September/ 6 th October
Final examination	40%	TBA

Class seminar. Part II of the course (5 sessions, weeks 7-11) centres on application of the concepts and theories. You will work independently or with a colleague (depending on number of students enrolled in the class) in leading the class session, which will revolve around the case study assigned to you (randomly drawn). This will comprise 20% 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 topic.

Discussant session. The success of class sessions 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. However, you will also have a formal role as a *discussant* of one class session (comprising 20% of the final mark). While the seminar presenter will facilitate the case discussion, you will guide the class through an analysis of the course readings, by presenting your thoughts and observations about the case and its link to the literature. More information is provided in the class seminar assessment guide on Blackboard.

Final synopsis: It is expected that the course readings will spark your interest in a particular aspect of cross-cultural management and that you will want to learn more. **By Week 6** you should select a topic that you will explore further, by conducting an overview of the literature of the topic in an attempt to answer the question: *Where is the field of cross-cultural management heading?* This will comprise 20% of your final mark, and will include a 5-6 page synopsis of the topic, **due on 29th September**, and a presentation to the class in **Week 12**. Because Part II of the course will be intensive, you should begin working on your synopsis as early as possible in the trimester by familiarising yourself with the course readings and researching the literature. You will receive further guidelines for writing your synopsis 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, 2008

Week	Date	Topic	Readings	Class activities and assignments
PART I: AN OVERVIEW OF CONCEPTS AND THEORIES				
1	Mon, 7 th July	Course introduction. Refresher		
2	Mon, 14 th July	Refresher. The basics: culture, language and communication	Hofstede 1983, 1993; Harzing et al, 2005; Korac-Kakabadse et al, 2001; Marschan-Piekkari et al, 1999	Seminar allocation for Part II
3	Mon, 21 st July	The field of international and comparative management Part I	Adler, 1983; Bochner & Hesketh, 1994; Kanungo & Wright, 1983; Kelley et al, 1987; Laurent, 1983; Sekaran, 1983	
4	Mon, 28 th July	The field of international and comparative management Part II	Dickson et al, 2003; Earley, 2006; Hofstede, 2006; Javidan et al, 2006; McSweeney, 2002	
5	Mon, 4 th Aug	The field of international and comparative management Part III	Kirkman et al, 2006; Leung et al, 2005; Oyserman et al, 2002; Tsui et al, 2007	
6	Mon, 11 th Aug	Negotiating across cultures	Graham, 1983, 1985; Morris et al, 1998; Sebenius, 2002	Video case: Mustang Jeans Topic selection due for final assignment (synopsis)
18th - 31st August MID - TRIMESTER BREAK				
PART II: APPLICATIONS				
7	Mon, 1 st Sep	The multicultural workplace I: multicultural groups and teams	Behfar et al, 2006; Elenkov, 1998; Kiely 2001; May et al, 2005; Michailova, 2000; Puffer, 1994	Case study: Cimetrics Technology
8	Mon, 8 th Sep	The multicultural workplace II: the international manager	Brodbeck et al, 2000; Morrison, 2000; Suutari, 1996, 2002; Zander & Romani, 2004	Case study: Silvio Napoli at Schindler India
9	Mon, 15 th Sep	Expatriate issues I: the cross-cultural adjustment process	Black & Gregersen, 1991, 1999; Black & Mendenhall, 1991; Gupta & Govindarajan, 2002	Case study: The case of the floundering expatriate
10	Mon, 22 nd Sep	Expatriate issues II: developing effective staffing policies	Bartlett & Ghoshal, 2003; Naumann, 1992; Shaffer et al, 1999; Shay & Baack, 2004; Shin et al, 2007	Case study: Colgate-Palmolive: managing international careers
11	Mon, 29 th Sep	Managing international alliances	Aguilera & Dencker, 2004; Barkema & Vermeulen, 1997; Hennart & Zeng, 2002; Pothukuchi et al, 2002; Sirmon & Lane, 2004; Vestring et al, 2003	Case study: Oil and Wasser Synopsis due
12	Mon, 6 th Oct	Synopses - presentations	Topics: up to you	Presentations
STUDY/ EXAMINATION PERIOD				

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.

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 that 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 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.victoria.ac.nz/home/about/policy/students.aspx

For information on the following topics, go to the Faculty's website www.victoria.ac.nz/fca under Important Information for Students:

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

- Student Support

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. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: including the work of others will not be considered plagiarism as long as the work is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website:

www.victoria.ac.nz/home/studying/plagiarism.html

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 6015. To contact the Pacific Support Coordinator, email: pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.