

School of Marketing and International Business

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

Trimester Two 2009

### **COURSE OUTLINE**

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#### **Contact Details**

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

- **Teaching Period:** Monday 13 July to Friday 16 October 2009
- **End of Year Study Period:** Monday 19 October to Monday 26 October 2009
- **Examination Period:** Tuesday, 27 October to Saturday 14 November 2009

**Note:** Students who enrol in courses with examinations should be able to attend an examination at the University at any time during the formal examination period.

- **Withdrawal dates:** Information is available on the university website:  
<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

#### **Class Times and Room Numbers**

**Lectures:**  
Fridays            12:40-15:30    RWW 414

#### **Course Content**

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 it 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.

The following topics will be analysed during this course:

- The concept of culture
- Methodological issues 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 Learning Objectives**

By the end of this course, students should be able to:

1. Critically discuss the empirical and conceptual comparative and cross-cultural management literature;
2. Examine the main themes and issues in cross-cultural management;
3. Apply theories and concepts to argue the role of culture in international business.

### **Course Delivery**

This course is student centred and will use a mixture of lectures, student-led discussions, seminars, and reviews of the literature.

### **Expected Workload:**

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

Attendance at classes:	3 hours per week
Reading and reviewing:	4-6 hours per week
Assignments:	4-6 hours per week

It is very important that you keep up with the course readings, as this is a fast-paced

course, covering a lot of material.

## Readings

You will be provided with a separate compendium of case readings in addition to a list of readings. The 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.

## Materials and Equipment

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 documents are on this site please make sure that you have access to Blackboard during the first week of class.**

You will be permitted to bring one page of your own notes to the final examination.

## 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.

<b>Assessment</b>	<b>Learning Objectives Addressed</b>	<b>Weight</b>	<b>Due Date</b>
Class seminars	LO 1,2,3	20%	Various
Discussant session	LO 1,2,3	20%	Various
Participation	LO 1,2,3	20%	Each week
Final examination	LO 1,2,3	40%	TBA

***Class seminar.*** Part II of the course (6 sessions, weeks 6-11) 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, the extent to which you engage the class in a productive and lively discussion on the topic, and a written summary of your presentation. 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:** 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. A written summary of your presentation is also included in the mark for this assignment. More information is provided in the class seminar assessment guide on Blackboard.

**Class participation:** 20% of your final mark is also comprised of your participation in class. 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. You should critique each reading and try to understand it in terms of: the key messages; the main theories/concepts and underlying literature that are used; the research approach applied; the strengths and weaknesses of the article; the research gaps that are signalled – either explicitly or implicitly. You should also be prepared to comment on the group of papers as a whole, recognising any patterns or themes, contrasts etc that may be apparent. Your participation mark will depend primarily on the quality, not the quantity of your participation. More information is provided in the participation guide on Blackboard.

*Note:* Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

## **Examinations**

The final examination will be 3 hours in length and in essay format. The final examination for this course will be scheduled at some time during the period from Tuesday 27 October to Saturday 14 November 2009.

## **Penalties**

You must attend your assigned case session to avoid a mark of zero for the class seminar. Exceptions will be made only for special circumstances (bereavement, illness, etc.) where documentation is provided. You must inform the course coordinator at least two days in advance of your scheduled seminar if such special circumstances arise.

## **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.

## DETAILED COURSE SCHEDULE, 2009

Week	Date	Topic	Readings	Class activities and assignments
<b>PART I: AN OVERVIEW OF CONCEPTS AND THEORIES</b>				
<b>1</b>	Fri, 17 <sup>th</sup> July	Course introduction. Refresher		<b>Seminar allocation</b> for Part II
<b>2</b>	Fri, 24 <sup>th</sup> July	The field of international and comparative management Part I	Hofstede 1983; Laurent, 1983; Bochner & Hesketh, 1994; Kanungo & Wright, 1983	
<b>3</b>	Fri, 31 <sup>st</sup> July	The field of international and comparative management Part II	Adler, 1983; Sekaran, 1983; Kirkman et al., 2006; Leung et al., 2005; Tsui et al., 2007	
<b>4</b>	Fri, 7 <sup>th</sup> Aug	The field of international and comparative management Part III	Earley, 2006; Hofstede, 2006; Javidan et al., 2006; McSweeney, 2002	
<b>5</b>	Fri, 14 <sup>th</sup> Aug	The role of language in international management	Henderson, 2005; Luo & Shenkar, 2006; Marschan-Piekkari et al., 1999; Welch et al., 2005	
<b>6</b>	Fri, 21 <sup>st</sup> Aug	Communicating and negotiating across cultures	Adair & Brett, 2005; Graham, 1985; Kamins et al., 1998; Korac-Kakabadse et al., 2001	<b>Video case:</b> Mustang Jeans
<b>24<sup>th</sup> August – 6<sup>th</sup> September      MID - TRIMESTER BREAK</b>				
<b>PART II: APPLICATIONS</b>				
<b>7</b>	Fri, 11 <sup>th</sup> Sep	The multicultural workplace I: multicultural groups and teams	Elenkov, 1998; Hinds & Bailey, 2003; Puffer, 1994	<b>Case study:</b> Cimetrics Technology
<b>8</b>	Fri, 18 <sup>th</sup> Sep	The multicultural workplace II: the international manager	Brodbeck et al., 2000; Dickson et al., 2003; Suutari, 1996, 2002;	<b>Case study:</b> Silvio Napoli at Schindler India
<b>9</b>	Fri, 25 <sup>th</sup> Sep	Expatriate issues I: the cross-cultural adjustment process	Black & Gregersen, 1991, 1999; Black & Mendenhall, 1991; Jenkins & Mockaitis, 2009	<b>Case study:</b> The case of the floundering expatriate
<b>10</b>	Fri, 2 <sup>nd</sup> Oct	Expatriate issues II: developing effective staffing policies	Naumann, 1992; Shaffer et al., 1999; Shin et al., 2007	<b>Case study:</b> Colgate-Palmolive: managing international careers
<b>11</b>	Fri, 9 <sup>th</sup> Oct	Managing international alliances	Pothukuchi et al., 2002; Sirmon & Lane, 2004; Vestring et al., 2003	<b>Case study:</b> Oil and Wasser
<b>12</b>	Fri, 16 <sup>th</sup> Oct	Review	Topics: all	
<b>STUDY/ EXAMINATION PERIOD</b>				

*Note:* The full readings list (with required and recommended readings) is provided in your course compendium and on Blackboard.

**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*.

**Use of Turnitin**

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine [www.turnitin.com](http://www.turnitin.com). Turnitin is an online plagiarism prevention tool that compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. 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.

**For the following important information follow the links provided:**

**Academic Integrity and Plagiarism:**

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

**General University Policies and Statutes:**

<http://www.victoria.ac.nz/home/about/policy/academic.aspx>

**Faculty of Commerce and Administration Offices:**

<http://www.victoria.ac.nz/fca/studenthelp/Contactus.aspx>

**Manaaki Pihipihinga Programme:**

[http://www.victoria.ac.nz/st\\_services/mentoring/](http://www.victoria.ac.nz/st_services/mentoring/)