

School of Marketing and International Business

IBUS 306: EXPERIENCING MANAGEMENT ACROSS CULTURES

Trimester One 2010

COURSE OUTLINE

Contact Details

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Trimester Dates

Teaching Period: Monday 1st March – Friday 4th June 2010

Study Period: Monday 7th June – Thursday 10th June 2010

Examination Period: Friday 11th June – Wednesday 30th June 2010 (inclusive)

Class Times and Room Numbers

Tuesdays	10:30-12:20	RH LT3
Wednesdays	10:30-11:20	RH LT3

Tutorials: This course does not have tutorials. Students are expected to devote all of their tutorial time to working in collaborative learning groups and on the Global Enterprise Experience (GEE) project, which will take place during the period 23rd April to 12th May. In addition, students will work on a weekly reflective journal in lieu of tutorials.

Withdrawal from Courses

Withdrawal dates: Late withdrawals with Associate Dean (Students) permission
(See Section 8: Withdrawals - from the Personal Courses of Study Statute)

<http://policy.vuw.ac.nz/Amphora!~policy.vuw.ac.nz~POLICY~000000001743.pdf>

Withdrawal dates: refunds:

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

Course Content

This is a student-focused and student-led course about multicultural teams and teamwork. 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 multicultural face-to-face and 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 enhancing 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 provided with numerous tools for doing so, decide on how best to use these tools and implement them during the Global Enterprise Experience (GEE) competition. You will prepare for and reflect on your experiences both individually and in collaborative learning groups.

Course Learning Objectives

It is expected that you will attain the following **learning outcomes** in this course:

1. Design strategies for working in multicultural teams
2. Develop cross-cultural leadership skills
3. Deliver a presentation and lead a discussion
4. Use communication skills to facilitate and co-ordinate interaction between group members

In addition, you will acquire the following **skills**:

1. An ability to work in diverse teams
2. An improvement in your written and oral communication skills
3. The ability to apply theoretical concepts and terminology when identifying and analysing the ingredients for working in multicultural teams (both co-located and distributed)

Course Delivery

Sessions will generally be student-led with the course co-ordinator acting as facilitator. It is expected that students will actively participate in discussion during all lectures and student-led sessions and will come to class prepared with a working knowledge of the assigned literature for each session.

Expected Workload

You should expect to spend an average of 10 hours per week (reading, preparing assignments and thinking about the course material) on this course, in addition to classroom hours and the GEE. 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.

Group Work

The essence of this course is teams. Thus, you will work in both co-located (in-class collaborative learning groups (CLGs)) and distributed (virtual) groups in this course. You will be assigned to a CLG on the first day of class. The CLG provides you with opportunities to discuss assigned readings, share your experiences and develop strategies for implementing the course concepts. Each CLG will prepare part of a class session on an assigned topic. The assignment dates for each CLG will be allocated on the first day of class. All members of the CLG will earn identical grades for the group assignment.

In the GEE you will be charged with leading a global virtual team (GVT) on your own in preparing and delivering a written project. The topic of this assignment will be announced during the second class period. It is a requirement of this course that you actively participate in the GEE and complete the assignment. Although you will not be assessed on the GEE project, you must participate in order to receive credit for this course and complete all associated assignments. Completion of the GEE will entitle you to enter your work to compete for best project awards, assessed by external evaluators.

Readings

A list of readings for each topic is provided on Blackboard. The readings are intended as a starting point for your CLG assignments (allocated during Week 1). You will also find a summary of literature on GVTs and list of references that you may find useful for your individual assignment. You should familiarise yourself with all of the assigned literature, come to each class with your own notes about the topic, and make valuable contributions to each discussion session.

Materials and Equipment

Students should ensure that they have access to a computer and the Internet during the GEE project period and should make arrangements to use the student computing facilities, if they do not have access at home.

Students will be allowed to bring 3 typed A4 pages of notes to the final examination. These notes must be submitted together with the examination.

Assessment Requirements

Your final mark is comprised of individual and group work. Individual assessment comprises 85% and group work 15% of your final mark. A breakdown of the final mark and description of each piece of assessment follows.

Assessment	Learning Objectives Addressed	Weight	Due Date
CLG session	LO 1, 2, 3, 4	15%	Various dates
Individual assignment	LO 1, 2	15%	31 st March, 5 p.m.
Journal entries	LO 1, 2, 4	30%	31 st March, 5 p.m. and 28 th May, 12 p.m.
Final examination	LO 1, 2	40%	TBA

Collaborative Group Work

During the first week you will be assigned your collaborative learning group (CLG), comprised of 4 students. These groups will help you with your learning throughout the entire course. CLGs will form the basis for sharing learning content, 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 3-5 & 10-11) 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. The presentation and discussion should not exceed 45 minutes of class time. You will be assessed on both your presentation and the quality of discussion. Guidelines for this assignment and assessment criteria are available on Blackboard. This assignment is worth **15%** of your total course mark.

Each CLG should actively prepare not only for one's own session, but for all sessions. You should begin working with your group very early on in the course. Each CLG will be assigned to an additional session, for which you should collectively prepare a 2-page synopsis of your own ideas about the concepts and their practical application in GVTs, as well as up to three questions to ask the presenting group. You will submit your synopsis and questions at the start of the session to the course lecturer, and your group will receive marks for the synopsis and the relevance of your questions. You will be asked to share your ideas with the class, so it is best to prepare for this session early.

The assigned seminar and question sessions are as follows:

Weeks/ Session	Seminar	Synopsis and Questions
3/ Session 1	CLG 1	CLG 8
3/ Session 2	CLG 2	CLG 9
3/ Session 3 (Wednesday)	CLG 3	CLG 11
4/ Session 1	CLG 4	CLG 10
4/ Session 2	CLG 5	CLG 7
4/ Session 3 (Wednesday)	CLG 6	CLG 1
5/ Session 1	CLG 7	CLG 2
5/ Session 2	CLG 8	CLG 3
10/ Session (Wednesday)	CLG 9	CLG 4
11/ Session 1	CLG 10	CLG 5
11/ Session 2	CLG 11	CLG 6

Individual Assignments

The CLGs will help you to make sense of the course materials in small groups and learn from one another. But, as you will be leading the GVT's, it is essentially up to you to prepare for your role as team leader. The individual assignments will assist you in preparing for the GEE and the final examination, and consist of one paper and a set of small journal entries. Your challenge in the GEE will be to lead, organise and manage a team of up to 8 members from all around the world to ensure that it functions effectively in producing a potentially winning business concept. Your challenge in the final examination will be to combine all of the course materials, theories, ideas and experiences that you have acquired to explaining how to achieve a well-functioning team. Both of the individual assignments will help you to achieve these goals.

Journal entries: Each week you will prepare journal entries as a written record of what you experience and learn about teams. This is a process of reflection that will hopefully help you to become self-aware as you develop your leadership skills. This assignment will also help you to take focused notes on your readings and what you learned from them, your CLG experiences, and the class discussions. It will also help you to develop a set of tools that you may choose to implement in leading your GVT, as well as in preparing your paper. Your journal entries will be submitted in two sets. **The first will be due on 31st March** at 5 p.m., and will be submitted together with your individual assignment to Blackboard. This is your preparatory journal and is worth **15%** of your total course mark. The second journal exercise will allow you to reflect on your experiences and compare them to your initial ideas. **The second journal paper is due on 26th May** at 5 p.m. and is worth **15%** of your total mark. Detailed guidelines, marking criteria and format for the journal entries are provided on Blackboard.

Written assignment: You will prepare a comprehensive action plan as you prepare for the GEE. You may use your journal assignment as a guide for structuring your ideas; however, you should incorporate the readings from the course and additional literature into your work.

Detailed guidelines and assessment criteria are provided on Blackboard. However, the following criteria will form the basis for the assessment:

- (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)? 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)?
- (4) *Referencing.* Proper and sufficient referencing.

The individual assignment is due on **31st March**. It comprises **15%** of your overall course mark. Your assignment should be submitted by Blackboard by 5 p.m. to avoid penalties for lateness. Your assignment should *not exceed* 10 double-spaced typed A4 pages, not including references and appendices.

We will devote part of the session on 31st March to answering any last minute questions on this assignment as you prepare for the GEE.

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.

Extra credit

Throughout the course you will have opportunities to obtain extra credit points that will be added to your final examination mark. You may obtain a maximum of 5 points. A description of these extra credit activities and timeline/checklist will be provided to you on the first day of class and on Blackboard. On all extra credit assignments, enter your GEE ID number, which you will receive on the first day of class, or your GEE Team number, which will be assigned to you when you commence the GEE. Please pay attention to the instructions on the assignments to obtain extra credit points.

Examinations

The final examination (40% of the final mark) will be a written 3-hour exam in essay format and will cover the contents of the entire course (lectures, CLG sessions, course readings, the GEE project and reflective learning exercises). Students will be allowed to bring notes to the examination (*see* Materials and Equipment).

Examination Period: Friday 11^h June – Wednesday 30th June 2010

Mandatory Course Requirements

To pass this course, students must hand in all assignment, participate in the CLG and presentations and participate in the Global Enterprise Experience (GEE). An overall mark of at least 50% and a mark of at least 40% on the final examination are required to pass the course.

In addition, as this course does not include tutorials and assignments are directly tied to the accumulation of knowledge during each session, it is expected that students will attend **all lectures** in weeks 1-5 and 10-12. If you are unable to attend a session, you must discuss this well in advance with the course co-ordinator.

DETAILED COURSE SCHEDULE: 2010

Wk	Date	Topic	Lecturer	Class activities and assignments
1	Tue, 2 Mar	Introduction to IBUS 306	Mockaitis	Formation of collaborative work groups and assignment of sessions
	Wed, 3 Mar	Introduction to the GEE	Gilbertson	
2	Tue, 9 Mar	Introduction to teams	Mockaitis	In-class activity
	Wed, 10 Mar	Tools for collaboration	Mockaitis	☒ Journal assignment
3	Tue, 16 Mar	Challenges in GVTs: Overcoming distance. Team composition and communication	Mockaitis	CLGs 1-3
	Wed, 17 Mar	Challenges in GVTs: Building a shared culture and developing trust	Mockaitis	☒ Journal assignment
4	Tue, 23 Mar	Challenges in GVTs: Resolving conflict	Mockaitis	CLGs 4-6
	Wed, 24 Mar	Challenges in GVTs: Coordination, scheduling and planning in GVTs	Mockaitis	☒ Journal assignment
5	Tue, 30 Mar	Challenges in GVTs: Leadership	Mockaitis	CLGs 7-8
	Wed, 31 Mar	Summary session	Mockaitis	☒ Journal assignment Written assignment due 31st March, 5 p.m.
5th April – 18th April MID - TRIMESTER BREAK				
6	Tue, 20 Apr	Preparation session for the GEE	Gilbertson	
	Wed, 21 Apr	GEE starts April 23rd.	Gilbertson	
7	Tue, 27 Apr	GEE. Available for consultation	Mockaitis/ Gilbertson	
	Wed, 28 Apr	GEE. Workshop.	Mockaitis/ Gerschewski	
8	Tue, 4 May	GEE. Available for consultation	Mockaitis/ Gilbertson	
	Wed, 5 May	GEE. Workshop.	Mockaitis/ Gerschewski	
9	Tue, 11 May	GEE. Available for consultation	Mockaitis/ Gilbertson	
	Wed, 12 May	GEE ends May 12th. Available for consultation	Mockaitis/ Gilbertson	GEE project due
10	Tue, 18 May	Debrief	Gilbertson	
	Wed, 19 May	Overcoming the challenges: The ingredients of effective multicultural teams	Mockaitis	CLG 9 ☒ Journal assignment
11	Tue, 25 May	Global leaders	Mockaitis	CLGs 10-11
	Wed, 26 May	Summary session	Mockaitis	☒ Journal assignment Journal due 26th May, 5 p.m.
12	Tue, 1 Jun	Collaboration in the real world: Some practical examples	Mockaitis/ Gerschewski	
	Wed, 2 Jun	Exam review	Mockaitis	

Penalties

All assignments must be submitted via Blackboard on time. The Blackboard submissions site will only be open until the scheduled time. You will be unable to submit to Blackboard after the deadline, and must contact the course co-ordinator. All late assignments will be penalized 10% for each day the work is late (the first late day starts from the deadline time). Importantly, assignments later than 3 days will not be accepted. Missing a group session because of non-attendance will result in a mark of zero (0). Exceptions will be made only for special circumstances (bereavement, illness, etc.) where documentation is provided. You should also discuss your circumstances with the course lecturer at an early stage if possible.

All submitted work must clearly indicate the course name, title and topic of the assignment, your name and student ID number.

Any student caught cheating on an assignment or examination will receive an automatic mark of zero (0) and/or disciplinary actions may be taken under the Statute on Student Conduct. This includes plagiarism. You are strongly advised to consult the **Academic Integrity and Plagiarism** policy website at:

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>. Your assignments may be submitted to Turnitin (*see* below), thus be sure to cite all of your references properly.

Written Expression

If you have problems in written expression, we strongly encourage you to make use of the Student Learning Study Support Service on Level 2 of the Railway West Wing. We expect competent use of written English, and will assess this in each piece of work; while a few minor mistakes will not be penalised, frequent mistakes or major problems in written expression will result in the loss of marks. If grammatical problems mean that we cannot understand your assignment, it will be failed. If you fail due to poor written expression, you may revise the language (but not the content), and resubmit an otherwise identical assignment before the last teaching day of the trimester.

Class Representative

A class representative will be elected in the first class, whose name and contact details will be available to VUWSA, the Course Coordinator and the class (via Blackboard). The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

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*. You will find all relevant course materials on this course website, so be sure to check it regularly, at least once weekly, to keep abreast of all information related to the course.

Use of Turnitin

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 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.

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>

Information about Conduct, Academic Grievances, Students with Impairments, Student Support:
http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx

Faculty of Commerce and Administration Offices: <http://www.victoria.ac.nz/fca/studenthelp/>

Manaaki Pihipihinga Programme: http://www.victoria.ac.nz/st_services/mentoring/