

School of Marketing and International Business

IBUS 404 CROSS-CULTURAL MANAGEMENT

Trimester One 2010

COURSE OUTLINE

Contact Details

Lecturer: Dr. Audra I. Mockaitis
Rutherford House, Room 1107
Phone: 463-6499
Email: audra.mockaitis@vuw.ac.nz
Personal homepage: www.mockaitis.com

Office Hours: By appointment

- **Teaching Period:** 1st March – Friday 4th June 2010
- **End of Year Study Period:** Monday 7th June – Thursday 10th June 2010
- **Examination Period:** Friday 11th June – Wednesday 30th June 2010 (inclusive)

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 from Courses:

Information available via

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/withdrawlsrefunds.aspx>

Class Times and Room Numbers

Lectures:
Fridays 12:40-15:30 G01

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.** Printing of course readings and other materials is your own responsibility.

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.

Assessment	Learning Objectives Addressed	Weight	Due Date
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 **Friday 11^h June – Wednesday 30th June 2010**.

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 lecturer 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, 2010

Week	Date	Topic	Readings	Class activities and assignments
PART I: AN OVERVIEW OF CONCEPTS AND THEORIES				
1	Fri, 5 th March	Course introduction. Refresher		Seminar allocation for Part II
2	Fri, 12 th March	The field of international and comparative management Part I	Hofstede 1983; Laurent, 1983; Bochner & Hesketh, 1994; Kanungo & Wright, 1983	
3	Fri, 19 th March	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	
4	Fri, 26 th March	The field of international and comparative management Part III	Earley, 2006; Hofstede, 2006; Javidan et al., 2006; McSweeney, 2002	
1st April – 18th April MID - TRIMESTER BREAK				
PART II: APPLICATIONS				
6	Fri, 23 rd April	The role of language in international management	Henderson, 2005; Luo & Shenkar, 2006; Marschan-Piekkari et al., 1999; Welch et al., 2005	Case study: Merita Bank & Nordbanken
7	Fri, 30 th April	Communicating and negotiating across cultures	Adair & Brett, 2005; Graham, 1985; Kamins et al., 1998; Korac-Kakabadse et al., 2001	Video case: Mustang Jeans
8	Fri, 7 th May	The multicultural workplace I: multicultural groups and teams	Elenkov, 1998; Hinds & Bailey, 2003; Puffer, 1994	Case study: Cimetrics Technology
9	Fri, 14 th May	The multicultural workplace II: the international manager	Brodbeck et al., 2000; Dickson et al., 2003; Suutari, 1996, 2002;	Case study: Silvio Napoli at Schindler India
10	Fri, 21 st May	Expatriate issues I: the cross-cultural adjustment process	Black & Gregersen, 1991, 1999; Black & Mendenhall, 1991; Jenkins & Mockaitis, 2009	Case study: The case of the floundering expatriate
11	Fri, 28 th May	Expatriate issues II: developing effective staffing policies	Naumann, 1992; Shaffer et al., 1999; Shin et al., 2007	Case study: Colgate-Palmolive: managing international careers
12	Fri, 4 th June	Review for examination		
STUDY/ EXAMINATION PERIOD				

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*.

Class Representative

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

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. 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>

AVC (Academic) Website: information including: 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/Contactus.aspx>

Manaaki Pihipihinga Programme:

http://www.victoria.ac.nz/st_services/mentoring/