

School of Marketing and International Business

IBUS 306: EXPERIENCING MANAGEMENT ACROSS CULTURES

Trimester One 2011

COURSE OUTLINE

Contact Details

Associate Professor Val Lindsay (Course Co-ordinator)
Rutherford House 1101
Phone: (04) 463-6915
Fax: (04) 463-5231
Email: val.lindsay@vuw.ac.nz

Office Hours: Wednesdays 11:30-12:30

Deb Gilbertson (GEE Director)
Email: deb@windeaters.co.nz

Trimester Dates

Teaching Period: Monday 28 February – Friday 3 June
Study Period: Monday 6 June – Thursday 9 June
Examination Period: Friday 10 June – Saturday 2 July (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before 11 March 2011.
2. The standard last date for withdrawal from this course is 14 May. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an *'Application for Associate Dean's Permission to Withdraw Late'* including supporting documentation

The application form is available from either of the Faculty's Student Customer Service Desks.

Class Times and Room Numbers

Tuesdays 11:30 - 12:20 RH LT3

Thursdays 11:30 - 12:20 RH LT3

Tutorials/Workshops:

Thursdays 15:00-16:40 RH LT3

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:

- LO1. Design strategies for working in multicultural teams.
- LO2. Develop cross-cultural leadership skills.
- LO3. Deliver a presentation and lead a discussion.
- LO4. 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 individually with leading a global virtual team (GVT) 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. You will be assessed on the GEE project, and 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 are expected to access the assigned readings and other supporting reading material from the University Library Resources. 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

Guidelines for all assignments and assessment criteria are available on Blackboard. All assignments are to be submitted to the Course Coordinator via Blackboard.

Your final mark is comprised of individual and group work. 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 BaseCamp (Written assignment)	LO 1, 2	15%	31 st March, 4 p.m.
Individual BaseCamp (Communication and Leadership activities)	LO 1, 2, 4	5%	31 st March, 4 p.m.

GEE Journal entries	LO 1, 2, 4	10%	Journal for GEE:13 th April, 4pm; 2-page Journal for course mark: 15 th April, 4pm)
Post-GEE Journal entries	LO 1, 2, 4	15%	31 st May, 4pm
Final examination	LO 1, 2	40%	TBA

Collaborative Group Work (CLG Sessions)

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 2 - 3 & 8-10) to the class, answer any questions and offer your own solutions to the problems you identify. You will be expected to draw on the assigned readings and any other relevant material that you wish to use. 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. A copy of the PowerPoint slides will be handed in to the Course Coordinator on the day of the presentation for marking, and also submitted on Blackboard. If the CLG chooses not to use PowerPoint slides, equivalent presentation material, or a two page synopsis of the presentation, must be submitted. This assignment is worth up to 15% of your overall course mark.

The assigned seminar sessions are included in the course schedule at the end of this outline.

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 GVTs, 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.

Individual Paper (BaseCampHQ Exercise): students will undertake this exercise within their CLGs, but will produce individual work for assessment. The groups will be set up as virtual teams using the BaseCampHQ website, and will manage this project through BaseCampHQ. There are several steps in the process:

1. By **7th March**: Upload a brief personal bio to share with your team members
2. By **15th March**: Complete a 3-4 page individual Action Plan for leading the GEE. This should include a step-by-step plan to cover the lead-up to the contest, as well as the contest itself. You should also indicate how issues that might arise can be managed. This should be **submitted to Blackboard by 4pm**, and **then** uploaded to BaseCamp to share with your group.

3. By **18th March**: Reach group agreement on the five most important ideas in each of the group member's Action Plans. Amend your own plan if you wish; this is for your own use only – it will not be marked.

4. By **21st March**: Write the introductory letter to your Global Enterprise Experience team colleagues to launch your team. Share this with your group of class colleagues on BaseCampHQ.

You will be assessed on:

1. The quality of your Action Plan, and associated ideas and management strategies. This comprises up to 10% of the overall course mark.
2. The use of team management software on BaseCampHQ including file sharing, to dos, milestones, and group communication using writeboards or chatrooms.
3. The leadership qualities demonstrated in your introductory letter to your Global Enterprise Experience team and through your bio to rapidly build a high performing and socially connected team.

Items (2) and (3) above will be assigned up to 5% of the overall course mark.

Journal Entries During the GEE: Towards the end of the GEE contest, type a **one page** reflection on your leadership of your global team. Email this to deb@windeaters.co.nz by **15th April**. On this same date you will also be submitting your Global Enterprise Experience team's report. Your colleagues will be submitting a one-page journal for the Best Journal Award, whereas your journal will make you eligible to win the Best Global Leader Award.

In addition, you are required to provide an **additional page** to your one-page GEE journal, outlining how your reflections align with the concepts covered in the course, through readings and class discussion. The two page journal should then be submitted to the Course Coordinator using Blackboard. This will be **due on 15th April** at 4pm and should be submitted to Blackboard. This is worth up to 10% of the overall course mark.

Journal entries (Post-GEE): For weeks 8-11, following the GEE, you will prepare journal entries as a written record of what you have experienced and learnt about teams, particularly in the context of the GEE. Each journal entry should be approximately one page in length. This is a process of reflection that will hopefully help you to become self-aware as you further 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. In writing your journal entries, you should reflect on how the readings and concepts learnt throughout the course relate to your GEE experience and your GVT leadership. Your post-GEE journal entries will be **due on 31st May** at 4 pm, and should be submitted to Blackboard. This is worth up to 15% of the overall course mark.

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

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period. The final examination for this course will be scheduled at some time during the period from Friday 10 June – Saturday 2 July 2011.

The final examination (**40%** of the final mark) will be a written 2-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).

Penalties

Late work will be accepted without penalty for good reason (e.g. a medical certificate) and prior permission. In other cases, five marks will be deducted (out of 100) for each day, or part day, the assignment is late.

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.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details made available to VUWSA, the Course Co-ordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

Communication of Additional Information

Additional information will be communicated to students via Blackboard.

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.

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

Find key dates, explanations of grades and other useful information at www.victoria.ac.nz/home/study

Find out about academic progress and restricted enrolment at <http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy, except qualification statutes, which are available via the Calendar webpage at <http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx

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/>

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

IBUS 306

DETAILED COURSE SCHEDULE: 2011

Wk	Date	Topic	Activities & assignments
1	Tue 1 Mar 11:30	Introduction to IBUS 306	Formation of collaborative workgroups (CLGs) and assignment of sessions; Introduction to Journal Assignment
	Thu 3 Mar 11:30	Introduction to the GEE & technology	Introduction to BaseCampHQ Assignment
	Thu 3 Mar 15:40	NO WORKSHOP	
2	Tue 8 Mar 11:30	Business concept development	
	Thu 10 Mar 11:30	Multi-cultural communication	Guest speaker
	Thu 10 Mar 15:40	Leadership and visualisation	Workshop
3	Tue 15 Mar 11:30	Challenges in GVTs: Overcoming distance.	BaseCampHQ Report Due: 4pm CLG 1
	Thu 17 Mar 11:30	Challenges in GVTs: Team composition and communication	CLG 2
	Thu 17 Mar 15:40	Writing proposals that motivate	Workshop
4	Tue 22 Mar 11:30	GEE topic and creativity	
	Thu 24 Mar 11:30	GEE starts April 23rd – no class	
	Thu 24 Mar 15:40	GEE – no class	
5	Tue 29 Mar 11:30	GEE – attendance optional, discuss issues	
	Thu 31 Mar 11:30	GEE – no class	
	Thu 31 Mar 15:40	GEE – no class	
6	Tue 5 Apr 11:30	GEE – attendance optional, discuss issues	
	Thu 7 Apr 11:30	GEE – no class	
	Thu 7 Apr 15:40	GEE – no class	
7	Tue 12 Apr 11:30	GEE – attendance optional, discuss issues	
	Thu 14 Apr 11:30	Review of GEE & Journal Exercise	Wed 13 Apr: GEE and Journal Report Due: 4pm

Wk	Date	Topic	Activities & assignments
	Thu 14 Apr 15:40	NO WORKSHOP	Fri 15 Apr: Journal (2-page) from GEE due: 4pm
8	Tue 3 May 11:30	Challenges in GVTs: Building a shared culture and developing trust	Post-GEE Journal assignment begins CLG 3
	Thu 5 May 11:30	Challenges in GVTs: Resolving conflict	CLG 4
	Thu 5 May 15:40	Debrief GEE	Workshop
9	Tue 10 May 11:30	Challenges in GVTs: Coordination, scheduling and planning in GVTs	CLG 5
	Thu 12 May 11:30	Challenges in GVTs: Leadership	CLG 6
	Thu 12 May 15:40	Innovation	Workshop
10	Tue 17 May 11:30	Overcoming the challenges: The ingredients of effective multicultural teams	CLG 7
	Thu 19 May 11:30	Global Leaders	CLG 8
	Thu 19 May 15:40	Language of optimism and resilience	Workshop
11	Tue 24 May 11:30	Collaboration in the real world: Some practical examples	
	Thu 26 May 11:30	Management Across Cultures: Future Challenges and Directions	
	Thu 26 May 15:40	NO WORKSHOP	
12	Tue 31 May 11:30	Summary of Course and Reflections	Post - GEE Journal Assignment due: 4pm
	Thu 2 Jun 11:30	Exam Review	
		NO WORKSHOP	