

School of Marketing and International Business

## **IBUS 312 MANAGING PEOPLE IN GLOBAL MARKETS**

Trimester Two 2011

### **COURSE OUTLINE**

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#### **Contact Details**

**Course coordinator:** Dr. Cheryl Rivers

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**Office hours:** Monday 11:00 am – 12:00 pm  
Wednesday 10:00 am – 11:00 am

#### **Trimester Dates**

Teaching Period: Monday 11 July – Friday 14 October

Study Period: Monday 17 October – Thursday 20 October

Examination Period: Friday 21 October – Saturday 12 November (inclusive)

#### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before 22 July 2011.
2. The standard last date for withdrawal from this course is Friday, 23 September, 2011. 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**

Lectures:	Monday:	12.40pm – 1:30pm	GBLT2
	Wednesday:	2.40pm – 3.30pm	GBLT1

**Tutorials:** Six tutorials will take place in weeks 4, 5, 7, 8, 9 and 10 (see course schedule for details)

## Course Content

This course is designed to develop students' competencies in international management. Topics covered include cross-cultural management, human resource management and strategic issues in multinational enterprises (MNEs). A detailed schedule of topics is included under the section entitled *Detailed Course Schedule*.

## Course Learning Objectives

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

1. Apply concepts and terminology commonly used in international management and international human resource management.
2. Define different types of employment relationships within multinational enterprises (MNEs).
3. Examine the interconnectedness between structure and strategies of MNEs and international employment relationships.
4. Analyse and synthesise IHRM issues of global concern.

### Detailed Course Schedule: 2011

Week(s)	Topic	Reading
1	Introduction to course & assessments. Defining culture, cultural biases.	Tayeb, M 2003. Chapter 1: Cultural differences across the world IN <i>International Management: Theories and Practices</i> . Pearson Education Inc, Harlow, U.K.
2	International HRM in context / external drivers of global management.	Dowling, P, Festing, M, Engle, A. 2008. Chapter 1: Introduction IN <i>International Human Resource Management: Managing People in a Multinational Context</i> (5 <sup>th</sup> Ed). Melbourne: Thomson
	The influence of culture on people's attitudes.	Steers, R, Sanchez-Runde, C & Nardon, L, 2010. Chapter 4 Inside the managerial mind: culture, cognition and action IN <i>Management Across Cultures</i> , Cambridge University Press E-book library.
3 4 5	Cultural theory <ul style="list-style-type: none"> <li>• Hofstede's dimensions</li> <li>• Trompenaars &amp; Hampden-Turner's seven dimensions</li> <li>• Shalom Schwartz's value dimensions</li> <li>• Edward Hall's contributions</li> <li>• Face and Guanxi – emic dimensions</li> </ul>	Dahl, S 2004, Intercultural research: The current state of knowledge. Middlesex University Working paper. <a href="http://www.alanisguzman.com/archivos/Culture.pdf">http://www.alanisguzman.com/archivos/Culture.pdf</a> Francesco, A.M., & Gold, B.A. 2005. Chapter 2. Culture and organizational behaviour. IN <i>International organizational behaviour Text, cases and exercises</i> (2nd edition). Pearson Prentice Hall, Upper Saddle River. 17-45. Smith, P.B. & Bond, M.H. 1994. Chapter 3. Culture: the neglected concept. IN <i>Social psychology across cultures. Analysis and perspectives</i> . Allyn and Bacon, Boston. 35-53. Schwartz, S. H. 1994. Beyond individualism / collectivism – New cultural dimensions of values. In U.Kim, H. C. Triandis, C. Kagitcibasi, S. C. Choi & G. Yoon (Eds.), <i>Individualism and collectivism - Theory, method and applications</i> (Vol. 18, pp. 85-119). London: Sage. Hall E.T. 2003. Monochronic and polychronic time. In L.A. Samovar & R.E. Porter (Eds.), <i>Intercultural communication. A reader</i> . (10th edition) Melbourne: Thomson Wadsworth. 262-269. Cardon, P.W. 2008. A model of face practices in Chinese business culture: Implications for western businesspersons. <i>Thunderbird International Business Review</i> . 51(1). 19-36. Hwang, K.-K. 2000. Chinese relationalism: Theoretical construction and methodological considerations. <i>Journal for the Theory of Social Behavior</i> , 30(2), 155-178.
<b>Wk 4 Tutorial:</b> Observing and analysing behaviours and identifying the influence of culture		
<b>Wk 5 Tutorial:</b> Non-verbal communication exercise		

6	Language in international management <ul style="list-style-type: none"> <li>Firm level decisions for MNEs</li> <li>Non-verbal communication</li> <li>Use of interpreters</li> </ul>	Beamer, L. & Varner, I. 2008. Chapter 2. The role of language in intercultural business communication. IN <i>Intercultural communication in the global workforce (4th edition)</i> . 45- 90. Ferraro, G. (2006). Chapter 4. Communicating across cultures. The nonverbal dimension. IN <i>The cultural dimension of international business. (5th edition)</i> . 76-99
6	Types of negotiation	Lewicki, R.J., Saunders, D.M., & Barry, B. 2006. Chapter 1. The nature of negotiation. IN <i>Negotiation (5th edition)</i> . 1-31.
<b>MID-TRIMESTER BREAK</b>		
7	Planning for negotiations	Lecture notes
<b>Wk 7 Tutorial:</b> Using interpreters; role notes for week 8 negotiation distributed		
8	The influence of culture on negotiation process and issues	Salacuse, J.W. 2003, Chapter 7. Special Barrier No. 2: Culture. IN <i>The global negotiator: Making, managing and mending deals around the world in the twenty-first century</i> . New York: Palgrave MacMillan, 89-115. Tan J.S. & Lim E.N,K 2004, Chapter 1. Introduction to Negotiation and culture. IN <i>Strategies for effective cross-cultural negotiation. The F.R.A.M.E. approach</i> . Singapore: McGraw Hill. 1-42
<b>Wk 8 Tutorial:</b> Negotiation simulation		
9	Expatriate selection and adjustment	Adler, N.J. (2002). Chapter 8: Cross-cultural transitions: Expatriate entry and re-entry. IN <i>International dimensions of organizational behaviour (4<sup>th</sup> edition)</i> . Canada: South-Western Thomson Learning. 259-300).
<b>Wk 9 Tutorial:</b> Assessable student presentations about adaptation		
10	Leadership and motivation	Kelly, P (2009). Chapter 6: International leadership and management. IN <i>International business and management</i> . U.K. Souther-Western Cenage Learning.
<b>Wk 10 Tutorial:</b> Assessable student presentations about adaptation		
11	Managing culturally diverse teams	Schneider, S & Barsoux, J-L 2003, Chapter 8: The multi-cultural team IN <i>Managing Across Cultures</i> , FT Prentice Hall, Pearson Education, Harlow, U.K. 216-243.
12	Review of course	
<b>17 OCTOBER – 12 NOVEMBER (INCLUSIVE) STUDY/EXAMINATION PERIOD</b>		

## Course Delivery

Tutorials will meet in Weeks 4, 5, 7, 8, 9, and 10. You are required to sign up for one tutorial, which will meet for one hour per week. Tutorial sign-up will be through the S-cubed tutorial registration system. Further details for registration and the sign-up date will be notified on Blackboard. All students must have signed up for a tutorial by the end of Week 1. During the tutorials, you will have a chance to interact with your tutors and colleagues, review lecture materials and gain a deeper understanding of the concepts and theories of international business, by applying them in your assignments.

## Expected Workload

In addition to classroom hours (lectures and tutorials) you should expect to spend about 10 hours per week on independent study for the course.

Attendance at classes (including tutorials):	2-3 hours per week
Reading and reviewing:	4-5 hours per week
Group work:	2-3 hours per week
Individual assignment:	2-3 hours per week

## Group Work

Part of your final course grade (15%) will be comprised of group work, in form of preparation and presentation of a “training session” (see *Assessment Requirements for more details*). You will be allocated to a group in Tutorial 1 (week 4), with whom you will work on your group presentation. We will seek to make the teams as multi-cultural as possible. Please note that you will not be allowed to alter the composition of your group once it is formed. Part of the reality of international business is that you will be required to work with people with different skills, resources and backgrounds; thus, you will be expected to work through any difficulties your group experiences on your own. Keep in mind that group assessment means that all of your group members will receive a common mark on the group presentation.

## Readings

There is no required text book for this course. Instead, a reading list which relates to the lecture topics is provided in the Detailed Course Schedule will be provided on blackboard. Electronic copies of the relevant book chapters or journal articles will be available on the blackboard site.

**Recommended Journals:** Academy of Management Journal, Academy of Management Perspectives, Academy of Management Review, Asia Pacific Journal of Human Resources, Asia Pacific Journal of Management, California Management Review, European Journal of International Management, International Business Review, International Journal of Human Resource Management, International Studies of Management & Organization, Journal of International Business Studies, Journal of International Management, Journal of Management & Organization, Journal of World Business, Management International Review, Thunderbird International Business Review

All of these journals are available on the university library’s databases.

## Materials and Equipment

See the course site on **Blackboard**. Announcements pertaining to the course will be posted there. You will also find materials for the course on this site, such as guidelines for all assignments, presentations, handouts as well as the readings and lecture slides (the lecture slides will be posted after each lecture). 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. No additional materials will be permitted during the final examination.

## Assessment Requirements

Your final mark will be 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	Weight	Due Date
Individual assignment	LO 1,2 3,4	25%	Week 7 3pm, September 8, 2011.
Tutorial team presentation	LO 1,2 3,4	15%	Week 9 or Week 10 TBA
Reflective journal	LO 1,4	10%	Week 9 <i>in tutorial</i> .
Final examination	LO 1,2,3,4	50%	TBA

### Individual Assignment (25%)

Each student must select one of the following topics, research and prepare a 2000-2500 word essay. Students are expected to access and reference peer review journal articles and academic textbooks in preparation of their assignment. The essay is to be fully referenced and a minimum of 5 articles/academic references is required for a pass.

1. Some academics argue that differences in national cultural values in business is becoming less important as business people across the world share a common set of values, attitudes, norms and behaviours which overrule the diverse backgrounds of the people. Discuss whether or not you agree and substantiate your discussion with examples.
2. Discuss Edward Hall's concept of *high context* and *low context* cultures. What difficulties will possibly be confronted in business practices if a group is made up of a mix of people from a high context cultures and low context cultures? How can these difficulties be overcome? Provide examples to support your arguments.
3. In Asian cultures the concepts of *guanxi* and *mianzi (face)* are regarded as being integral to the conduct of business and the negotiation process. Yet modern Chinese are increasingly exposed to Western business practices. Discuss whether you consider these concepts are still relevant when doing business with Chinese and provide examples.
4. "Once out of their villages, they feel like a fish out of water. Wherever they go they cling to their ways and curse foreign ones. If they come across a fellow-countryman ....they celebrate the event". Montaigne wrote this in the summer of 1580. Discuss whether this view of *ethnocentrism* still holds true today. If so what impact does it have on cross-cultural business practices?

### Submission of Individual Assignment

- a) Individual assignments are due in the seventh week of the course. The latest possibility to hand in a hardcopy of the assignment is 3.00pm, Thursday, 8<sup>th</sup> September.
- b) All work handed in must have title and topic of the assignment, your name, ID number, tutor's name, tutorial time and room.

- c) Extensions **must be applied for in advance** - they will only be considered if a written application is made at least 24 hours prior to the due date, except where the student has a medical certificate, a note from the student counsellor, or some exceptional circumstance exists.
- d) WHERE EXTENSIONS HAVE BEEN GRANTED work is to be handed in to the tutor or lecturer concerned.
- e) Assignments will be graded and returned before the end of the semester during a tutorial or lecture unless otherwise arranged.

### **Tutorial Team Presentation (15%)**

You will be *allocated* to a team of 3-5 students in your first tutorial class in week 4. Your tutor will seek to make the teams as culturally diverse as possible. Each team must prepare a **15-20 minute “training session”** suitable for a New Zealand business person who is being sent as an expatriate manager to Country X. Your team should focus their presentation on how an expatriate New Zealand manager should adapt **one** aspect of their business practices when they are posted to Country X.

Your team may choose which aspect of business practice they wish to address and notify their tutor. Possibilities include: recruitment and selection; negotiating with locals to establish a joint venture; resolving a conflict with employees; team decision processes, implementing a corporate social responsibility program into the subsidiary; how to motivate the local staff; or another topic by agreement with your tutor.

The country that your team will present on will be agreed with your tutor from the following list: China, South Korea, Japan, India, Vietnam, United Arab Emirates, Saudi Arabia, Egypt, Turkey, Russia, Germany, Sweden, Poland, U.S.A., Mexico, Chile, Fiji.

An example of a possible topic would be “how a New Zealand expatriate manager should adapt their negotiating style when they are going to Saudi Arabia”.

The 15-20 minute “training session” will be scheduled for presentation in week 9 or week 10. It must include the following:

- A short overview of the country relevant to a business person going to live there (e.g. political stability, standard of living, religious practices etc).
- A description of the nominated country’s cultural values and comparison between its cultural values and New Zealand’s cultural values.
- A discussion of how the cultural values of the people in country X will impact the work practice (e.g. employee hiring, team decision processes) that are different from New Zealand’s culture and advice to the expatriate on how to manage these differences.

### **Reflective Journal (10%)**

Each student will be required to keep a reflective journal (or learning log) about their “cross-cultural” experiences in class and tutorials. You are expected to make four entries into covering tutorial weeks 4, 5, 7 and 8. One entry may relate to either a team meeting outside formal tutorial times or an incident in one of the lectures prior to week 8.

You must very briefly **describe** an event (e.g. a student may have got into a vigorous debate with the tutor), you must **interpret** the behaviour in terms of the influence of culture (using the theories presented in the course) **reflect** on your response and what you learned in the situation

and suggest how you might apply that learning in the future. Each entry should be at least half a page and no more than one page.

You must submit your journal at the beginning of week 9 *in your tutorial*. You need to include your name, ID number, tutor's name, tutorial time and room on the cover page. Late assignments will not be accepted, except under special circumstances (see *Penalties* below).

### **Quality Assurance 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 accounts for 50% of the assessment weighting of this course. It will consist of a description of an upcoming negotiation that students must use to plan for the negotiation and answer questions about. A number of scenarios of intercultural interactions will also be provided and students must provide short-answers to questions. The examination will expect students to draw on what they have learnt from the lectures, readings tutorials and assignments. The three-hour final examination is 'closed book'.

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 21 October – Saturday 21 November 2011.

### **Penalties**

Late assignment submissions will not be accepted. Exceptions will be made only for special circumstances (bereavement, illness, etc.) where documentation is provided. In other cases, five marks will be deducted (out of 100) for each day, or part day, that the assignment is late.

Missing your group presentation because of non-attendance will result in a mark of zero (0). As for tutorials, you must attend at least 4 tutorials to pass the course. Exceptions will be made only for special circumstances (bereavement, illness, etc.) where documentation is provided. You should also discuss your circumstances with the tutor or lecturer at an early stage if possible.

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: [www.vuw.ac.nz/home/studying/plagiarism.html](http://www.vuw.ac.nz/home/studying/plagiarism.html).

Your assignments may be submitted to Turnitin (*see* page 6), thus be sure to cite all of your references.

### **Mandatory Course Requirements**

All students are expected to hand in all assignments, attend at least 4 tutorials, obtain an overall mark of at least 50%, and a mark of at least 40% on the final examination to pass this 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 Coordinator and the class. 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*.

## **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](http://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](http://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](http://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](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/](http://www.victoria.ac.nz/st_services/mentoring/)