

School of Marketing and International Business

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

Trimester 1, 2015

### **COURSE OUTLINE**

#### **Names and Contact Details**

##### **Course Coordinator:**

Dr. Cheryl Rivers  
RH 1119, Rutherford House  
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##### **Course Administrator:**

Katrina Walsh  
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School Office opening hours: Monday to Friday 9:00 am – 4:00 pm

#### **Trimester Dates**

Monday 2<sup>nd</sup> March – Friday 5<sup>th</sup> June

#### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 13<sup>th</sup> March 2015.
2. The standard last date for withdrawal from this course is Friday 15<sup>th</sup> 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 or [online](#).

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

Thursday 9.30am – 12.20pm  
Railway West Wing, RWW125

#### **Course Delivery**

In the first six weeks of the trimester, students will be part of an international virtual team exercise called X-CULTURE. Students will work with their allocated virtual team to develop an economically viable business proposal for the company of your team's choice. Each student in IBUS404 will be allocated a different team. Class discussions during the X-culture exercise will draw on students' experiences and the challenges they face interacting in their virtual team and link them to cultural theory from papers found by the students or provided by the Lecturer.

The remainder of the course will focus on expatriate management theory and the challenges of adapting management behaviour in new cultures. This section of the course will use the concepts of problem based learning and students will seek answers to the problems they discover. Students will interview some expatriates. The Course Coordinator's role will be to facilitate and act as a guide to problem identification and solution.

### **Group Work**

Part of your final course grade (10%) will be related to **assessment item 1** where you will be allocated to a global virtual team to develop an economically viable business proposal for a company of your team's choice. Your team mates will be distributed across time zones. Please see details on Blackboard for the required time commitments.

### **Expected Workload**

You should expect to invest about 15 hours per week of time to this course.

Attendance at class:	3 hours per week
Research:	4-6 hours per week
Assignments:	4-6 hours per week

### **Prescription**

This course focuses on management in a cross-cultural context. The emphasis is on developing intercultural competence through analysis of the role of culture in international management and the influence of culture on communication, leadership and negotiating in a diverse environment.

### **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 Content**

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 inter-organisational interaction, with the objective of developing analytical and practical skills for managing effectively in a 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.

The following topics will be covered during this course:

- The concept of culture, cultural values.
- Intercultural interaction and communication
- Cross-cultural negotiation
- Cross-cultural leadership
- Expatriate issues

<b>Week</b>	<b>Topics</b>	<b>Theories Covered</b>
<b>1 March 5</b>	Introduction to course, X-culture and assessment items.	Definition of culture Ways to study culture Cultural value theory – Hofstede, Schwartz and Hall
<b>2 March 12</b>	Discuss X-Culture experiences. Discussion of paper provided by Course Coordinator. Allocation of teams. Discussion about selecting papers	Cross-cultural team mapping and management Fundamental attribution error
<b>3 March 19</b>	Discuss X-Culture experiences. Review of team work exercise and discussion. Discussion of paper provided by Course Coordinator. Groups 1 and 2 to provide links to their papers.	Managing multi-cultural teams Cultural intelligence
<b>4 March 26</b>	Discuss X-Culture experiences. Groups 1 and 2 present papers and lead discussion. Groups 3 and 4 provide links to their papers.	Relationships and trust in global virtual teams
<b>5 April 2</b>	Discuss X-Culture experiences. Groups 3 and 4 present papers and lead discussion. Groups 5 to provide links to their paper.	Power distance and team dynamics
<b>3 APRIL – 19 APRIL (INCLUSIVE) MID-TRIMESTER BREAK</b>		
<b>6 April 23</b>	Discuss X-Culture experiences. Group 5 to present paper and lead discussion.	Time management and Politeness
<b>X-Culture team task: Submit FINAL Report by April 24 11:59 pm (23:59), New York Time via X-Culture Turnitin.</b>		
<b>7 April 30</b>	Discuss X-culture experience, discuss log book submission. Introduction to Expatriate Theory; guest expat speaker.	Overview of Expatriate Theory
<b>8 May 7</b>	Students to work in pairs (optional) to select topic for investigation. Consult with Course Coordinator about interview of expatriates and sourcing material.	Talent management, Non-traditional expatriates; Motivation of expatriates; Expatriate spouse management; Knowledge management; In-country adaptation.
<b>9 May 14</b>	Class discussions around student readings and chosen topics.	
<b>10 May 21</b>		
<b>11 May 28</b>	<b>Presentations</b> on Expatriation assignment <b>Written report</b> for Expatriation Assignment via Turnitin and hard copy in class	
<b>12 June 4</b>	<b>Presentations</b> on Expatriation assignment Course de-brief	

### Readings

Some readings will be provided to students (as references or papers on Blackboard). Other readings will be sourced by students.

### Materials and Equipment

The Lecturer will suggested sources of information to help you investigate the problems.

### Assessment

The Assessment Handbook will apply to all VUW courses:

see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

All the assessments in this course are internal. There is no final exam in the course.

Assessment	Learning Objectives Addressed	Weight	Due Date
1 <b>X-Culture</b> report Specifications set by X-Culture	3	20%	As specified by X-Culture. Final report due April 24 to X-culture
2 Individual Reflective Log Book on X-culture experience and readings discussed in class. <b>2000 words</b>	1,2,3	30%	April 30
3 Class participation including your participation in presenting and facilitating discussion about a paper selected by your team and engaging in discussions	2,3	15%	Every week / to be advised
4 Assignment on expatriate challenges and solutions including interview(s) of expatriate working in destination country. Oral presentation on advice for an NZ employee going to country (worth 10 of the 35%). <b>2000 words</b>	1, 2, 3	35%	Written report due Week 11, May 28. Oral presentations week 11 or week 12.

*Further information on these assignments will be provided on Blackboard*

### **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, ten marks will be deducted (out of 100) for each day, or part day, that the assignment is late.

### **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 submitted to Turnitin. A copy of submitted materials will be retained 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.

### **Mandatory Course Requirements**

If you cannot complete an assignment or sit a test or examination, refer to [www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat](http://www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat)

### **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**

See the course site on **Blackboard**. Announcements pertaining to the course will be posted there. 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.

**Student feedback**

Student feedback on University courses may be found at [www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://www.cad.vuw.ac.nz/feedback/feedback_display.php)

**Link to general information**

For general information about course-related matters, go to <http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

**Note to Students**

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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

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