



School of Marketing & International Business

# **IBUS 312 MANAGING AND COMMUNICATING ACROSS CULTURES**

Trimester 1, 2016

## **COURSE OUTLINE**

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### **Prescription**

A course designed to develop students' competencies in international management. Topics covered include cross-cultural, human resources and strategic issues in multinational enterprises.

### **Course Learning Objectives**

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

1. Demonstrate an understanding of the applicability and limitations of cultural value theory to business behaviours including communication, negotiation and team dynamics;
2. Adapt their culturally determined behaviour across these business processes to enhance the effectiveness of their influencing skills in different cultures;
3. Create ways to solve international business challenges caused by cultural differences.

### **Trimester Dates**

Teaching Period: Monday 29<sup>th</sup> February – Friday 3<sup>rd</sup> June

Study Period: Monday 6<sup>th</sup> June – Thursday 9<sup>th</sup> June

Examination Period: Friday 10<sup>th</sup> June – Wednesday 29<sup>th</sup> June (inclusive)

### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 11<sup>th</sup> March 2016.
2. The standard last date for withdrawal from this course is Friday 13<sup>th</sup> May 2016. 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](#).

## Names and Contact Details

**Course Coordinator:** Dr. Cheryl Rivers  
RH 1119, Rutherford House, 23 Lambton Quay  
Telephone: 463 6917 Fax: 463 5231  
Email: [cheryl.rivers@vuw.ac.nz](mailto:cheryl.rivers@vuw.ac.nz)

**Tutors** Please see Blackboard for tutors' contact details.

**Course Administrator:** Mary Alexander  
RH 1120, Rutherford House  
Telephone: 463 5330  
Email: [mary.alexander@vuw.ac.nz](mailto:mary.alexander@vuw.ac.nz)

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

## Class Times and Room Numbers

Lecture: Thursday, 8.20am – 10.20am RHLT2

## Course Delivery

Seven tutorials are scheduled from Week 2 to Week 12 (there are some weeks with no tutorial). You are required to sign up for one tutorial, which will meet for one hour per week.

Sign-up will be through My Allocator: <https://student-sa.victoria.ac.nz/>. IBUS 312 will be available in My Allocator until 4<sup>th</sup> March. Instructions for sign-up will be provided on the *Blackboard* site.

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 tutor and colleagues, review lecture materials and gain a deeper understanding of the concepts and theories of international business, by applying them in your assignments.

A detailed schedule of topics is included below in the *Course Schedule*.

<b>Course Schedule</b>			
<b>Week</b>	<b>Starting</b>	<b>Lecture topic</b>	<b>Tutorial (Key Activity)</b>
<b>1</b>	29 Feb	Introduction to course & assessments. The influence of culture on people's attitudes, levels of culture, cultural biases.	<i>No tutorial</i>
<b>2</b>	7 Mar	Perspectives and frameworks for cultural analysis: Developing self-awareness and learning about another culture	<b>Tutorial 1:</b> Cultural differences of tutorial group. <i>No student preparation is required</i> <i>Students will be put in teams for presentations.</i>
<b>3</b>	14 Mar	Cultural value theory continued	<b>Tutorial 2:</b> The school day. <i>Students must read the 1 page case study (on Blackboard)</i>  <i>Explanation of minutes and suggested timing of meetings.</i>
<b>4</b>	21 Mar - 23 Mar (M,T,W)	<b>No Lecture</b> (short week ending on Wednesday)	<i>No tutorial</i>
<b><i>Easter Break, 24 March – 30 March</i></b>			
<b>5</b>	31 Mar - 1 Apr (Th,F)	Cultural value theory continued.	<i>No tutorial</i>

<b>Week</b>	<b>Starting</b>	<b>Lecture topic</b>	<b>Tutorial (Key Activity)</b>
6	4 April	Cultural value theory continued.	<b>Tutorial 3:</b> Magazine article analyses <i>Students must read the assigned magazine articles (on Blackboard) and bring to class the written answers to the set questions (to be handed in).</i>
7	11 April	Cultural value theory concluded	<b>Tutorial 4:</b> Cultural value analysis of “A Day At Work”. <i>Students must read the assigned exercise (on Blackboard) and bring to class the written answers to the set questions (to be handed in).</i>
8	18 April	Identifying differences and managing culturally diverse teams.  Essential skills: communicating across cultural barriers – using interpreters, written communications	<b>Students to submit individual assignment to a nominated assignment box Monday 4pm, 18th April</b>  <b>Tutorial 5:</b> Team mapping exercise done in tutorial Role notes for negotiation will be distributed.
<b>Mid Trimester Break, 25 April – 1 May</b>			
9	2 May	Introduction to Negotiation – planning for negotiation with culturally different counterparts	<i>No tutorial</i>
10	9 May	Negotiation continued. Debrief of exercise	<i>No tutorial</i> Students must meet with their negotiating partner during the week and come to lecture on Thursday this week with an agreement
11	16 May	Choosing expatriates – Star Trek DVD	<b>Tutorial 6:</b> <i>All student groups must submit their PowerPoint slides and the minutes from their meetings to a nominated assignment drop box by Monday 4pm, 16<sup>th</sup> May.</i>  Some students groups will present their Team Assignment – all students are expected to attend
12	23 May	Cross-cultural transitions – expatriates, spouses, re-entry.	<b>Tutorial 7:</b> Student presentations of Team Assignment
13	30 May	Review of course	<i>No tutorial</i>

### **Readings**

There is no required text book for this course. Instead, electronic copies of relevant book chapters or journal articles or links will be available on the Blackboard site.

You will also find materials for the course on the Blackboard 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).

### **Mandatory course requirements**

In addition to obtaining an overall course mark of 50% or better, students must achieve at least 40% on the final exam.

If you believe that exceptional circumstances may prevent you from meeting the mandatory course requirements, contact the Course Coordinator for advice as soon as possible.

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)

## **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

## **Assessment**

The Assessment Handbook will apply to all VUW courses: see

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

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.

<b>Assessment</b>	<b>Weight</b>	<b>Due Date</b>
Individual assignment Interviewing a culturally different classmate, analysis & report	<b>25%</b>	Due week 8, Monday 4pm, 18 <sup>th</sup> April, to a nominated assignment drop box and via Turnitin.
Team presentation & meeting minutes	<b>15%</b>	Week 11 for PowerPoint slides and minutes of meetings to a nominated assignment drop box by Monday, 4pm, 16 <sup>th</sup> May.  Presentations will be in Week 11 or Week 12 TBA
Tutorial planning and participation	<b>10%</b>	On-going Homework reviewed in specified tutorials.
Final examination	<b>50%</b>	3 hours, date to be advised

*Please refer to the information sheets about these assignments on Blackboard*

## **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 following period:

Friday 10<sup>th</sup> June – Wednesday 29<sup>th</sup> June (inclusive)

## **Penalties**

Late assignment submissions will only be accepted in 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.

Missing your group presentation because of non-attendance will result in a mark of zero (0). As for tutorials, you are expected to attend all of them to understand the material taught and so be able to pass the exam.

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.

## **Group Work**

Part of your final course grade (15%) will be related to your group work, in the form of preparation and presentation of a “training session” (see *Assessment* for more details).

You will be allocated to a group in your first tutorial, with whom you will work on your group presentation. Your tutor will seek to make the teams as culturally diverse 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. Your group should discuss the concept of “social loafing” at the outset. Keep in mind that group assessment means that all of your group members will receive a common mark on the group presentation and the minutes of the meetings.

## **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.

## **Materials and Equipment**

See the course site on **Blackboard**. 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.

The final examination is a closed book exam and no additional materials will be permitted.

## **Student feedback**

This course was evaluated by students in T2, 2013 and given an overall quality rating of 1.8 (1 = excellent, 5 = very poor). Student evaluations of teaching on this course were 1.3 in T1, 2015 and 1.3 in T1, 2014. This year the topic of the individual assignment has been altered to provide more opportunity for cross-cultural interactions with classmates.

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).

## **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**

Students should visit the course site on **Blackboard** weekly. Formal announcements pertaining to the course will be posted there.

## **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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