

UNIT OUTLINE March- June 2006
BBA340 CROSS CULTURAL MANAGEMENT
SESSION 1 2006

LECTURER: Dr Elizabeth Christopher
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CLASS TIMES (each session includes lecture and discussion)
BBA 340: Thursday 12 - 2 pm. W5A Lecture Theatre 1
March 2 - June 8 2006:

CONSULTATION TIMES: after each session

FACE TO FACE STUDY HOURS: 2 hours per week

PURPOSE OF UNIT

Welcome to BBA340! The purpose of this Unit is to explore practical problems and opportunities in managing cultural diversity in international organizations. The sessions are backed up online with lecture notes, case studies, articles and discussion points on ten major topics:

- 1- The international business environment;
- 2- Risks and challenges for international managers;
- 3- Social responsibilities and ethics of multi-national enterprises;
- 4- The role of culture in management of diversity
- 5- Communicating across cultures;
- 6- Cross cultural negotiation;
- 7- Strategies for international alliances;
- 8- Control systems and labour relations;
- 9- Developing overseas managers;
- 10- Motivation and leadership

With best wishes for your studies,

Elizabeth Christopher

UNIT OBJECTIVES

After completing this unit you should be able to do the following:

- * Sketch the 'big picture' in which global trade and government forces operate; and Summarise the major challenges faced by international managers (political, legal, economic and technological)
- * Present the arguments for and against social responsibility and ethical behaviour in multi-national enterprises
- * Identify major cultural characteristics, including communication styles, that characterise regions, nations, communities, organisations, groups and individuals

- * Discuss tactics for international negotiation
- * Describe common strategies for international alliances, including controls, labour relations and management
- * Present arguments for adopting particular leadership styles in given situations; and for varying motivational techniques depending on circumstances
- * Enhance generic skills (logical argument; critical thinking, leadership and teamwork, writing skills and problem solving).

LEARNING EXPECTATIONS AND TEACHING METHODS:

This unit is presented through two media:

1. A weekly classroom lecture combined with discussion. You are strongly advised to attend and prepare for these classes. It is your responsibility to seek assistance with any material you do not understand or in regard to any academic-related problem you are unable to solve. My consultation times are scheduled for this purpose; please make use of them.

2. The unit is backed up online. Lecture notes, reading material and a sample exam paper will be posted on the WebCt site for BBA340.

Online address to get your password to access this Unit via WebCt:

<http://online.mq.edu.au/public/BBA340>

If you know your password, go straight to: <http://online.mq.edu.au> and log in.

For help with WebCT, ask at the Student IT Help Desk, Level 1, Library or email support@library.mq.edu.au Web: <http://www.lib.mq.edu.au/support/ihelp>

Further online library assistance is available at: <http://www.lib.mq.edu.au/justask>

There are about 200 computers with fast internet access, Level 1, Library. After hours you can swipe your student card at the door, Level 1. All currently enrolled students have an email account. Once you are enrolled you can get to your account through

<http://www.student.mq.edu.au/>

Under "Unit web pages" enter Unit code or name; then click on "online teaching facility"

COPYRIGHT MATERIALS

Regulations forbid the use of university online facilities to reproduce copyright materials of any kind. Online access to the Unit is restricted to students enrolled in the Unit; and every access to the MUOTF server is logged. Privacy: see *Using WebCT: Technical Information* at:

<http://online.mq.edu.au/docs/tecinf.html>

Log out of WebCT or close all browser windows if you use public or shared computers. If you don't, others using that computer can read your mail, etc.

Email me on echristo@efs.mq.edu.au if you have any problems reading online material for BBA340.

SET TEXT

All students enrolled in BBA340 should acquire a copy of the set text, available from the University Coop Bookshop:

Helen Deresky International Management: Managing across borders and cultures (Prentice Hall 2006).

Lectures support and add to the set text and there are more cases and readings online.

ASSESSMENT:

IN ORDER TO PASS THIS COURSE YOU WILL NEED TO COMPLETE THE FOLLOWING:

| Description | Value |
|--|--------------|
| Online response to one case study | 10% |
| Individual essay | 15% |
| Mid semester multiple choice test in class time (1 hour) | 15% |
| Final 2-hour written exam | 60% |
| Total | 100% |

NOTE; failure to submit a case study, an essay and a MC exam paper will disqualify you from sitting the final exam. This means you would automatically fail the Unit.

You will need to achieve a total of 20/40 minimum for the above coursework to be eligible to sit the exam; and a minimum of 30/60 for the final exam, to pass the Unit.

ONLINE CASE STUDIES (10%)

Answer online the five questions on any one of the ten case studies that accompany each topic of the unit (10%). Each answer is worth up to 2 marks; and any case may be selected by you for assessment during Weeks 1 - 12. The answer to each question should be in about 200 words (10-12 lines), i.e. you will write about 1,000 words in all for this assessment item.

Email me your chosen case **by Week 12 at the latest**, either to my personal email address: echristo@efs.mq.edu.au - or via WebCt. **If your assignment is not received by Week 12 without a valid excuse, it will fail.**

ESSAY: Value: 15%; due date Week 7. Length 1,000 words +/- 500

You may give me a hard copy of your essay in class on Thursday April 13 or email it to me before the end of Week 7. If your essay is not received at the latest by Saturday April 15 without a valid excuse, it will fail.

NOTE: If I do not acknowledge any electronic correspondence from you within 24 hours of your sending it - I HAVE NOT RECEIVED IT!

ESSAY TOPICS

1. Discuss the concept of international social responsibility. What role does it play in the relationship between a company and its host country? (Week 2, Ch.2 set text)

Hints on addressing this topic:

International social responsibility: what does it mean? e.g. it includes an expectation that MNC managers should concern themselves with social and economic effects of their activities in other countries as at home. Their behaviour will affect critically the harmony and productivity of long-term relationships with host countries.

2. Discuss the criticisms against MNC leaders in the past for their activities in less-developed countries. What counter-arguments are there to those criticisms? (Weeks 2, Ch.2 set text)

Hints on addressing this topic

MNCs are criticized for disrupting social, technological, and political climates in host nations. Governments often have a "love-hate" relationship with MNC activities. They want the economic advantages but regret the negative impacts. MNC leaders can point out that without their presence, host nations would not have as many jobs or trade opportunities, as well as opportunities to appropriate technology.

3. Debate whether political risk can effectively be "managed"? If so, what cultural considerations apply in managing such risks? How might these cultural factors affect the methods that company managers might choose? (Wk 1: Ch.1).

Political risk: hints on addressing this topic

It can be argued that the more individualistic the organisation's culture, the lower its sense of power-distance, the more it is monochronic and present-oriented, the more likely its leaders will be to choose quantitative risk assessment methods. On the other hand the more the culture is collectivist, with a higher dimension of power-distance and a polychronic view of time, the more likely its leaders will be to value qualitative risk assessment. However, all such methods are diagnostic, i.e. they treat the symptoms, not the disease. To minimize business risk in the first place, managers' techniques include adaptation, dependency and hedging. They support their rational powers for making decisions with cultural sensitivity.

4. Describe and comment on some examples of countries in which the family and its extensions play an important role in the workplace. Discussion should include ways in which managerial functions are affected by such relationships; and how managers might take advantage of this influence? (Weeks 3 and 4, Chapters 3 and 4)

The family role in the workplace: hints on addressing this topic

e.g. in Asian, middle eastern, southern European and Latin American cultures, family likely to be of central importance. Loyalty and commitment to family affects employment, promotion, and contract choices. Ideals, emotions, and intuition over objective criteria (e.g. productivity of the firm). Managers may find that family oriented employees don't want to work overtime or to spend a lot of time away from family.

5. Explain the meaning of 'stereotyping' and illustrate your explanation with at least two practical examples in international business settings. Discuss how others might stereotype you, and why? Offer some comments on how a sociotype differs from a stereotype. (Weeks 3 and 4, Chapters 3 and 4)

Stereotyping: hints on addressing this topic

Stereotyping assumes every member of a society or subculture has the same characteristics. e.g. on basis of race, gender, appearance, area of study, ethnic heritage, religion, etc. Example: "English people are social snobs". Sociotypes describe members of a group by e.g. cultural differences in behaviour such as negotiation: useful for clues to

understanding people in new settings. Example: "Japanese people will never give you a straight answer".

More help with the essay:

See "Guidelines for essay writing" and "How to cite references" under ESSAYS and REFERENCES; also READINGS; CASE STUDIES; AND LECTURE NOTES, all accessible from the icons on the home page

MULTIPLE CHOICE (MC) EXAMINATION (15%)

This will take place in classroom time during the second hour of the lecture, Week 8, May 4, after the mid-semester break. It will consist of 30 multiple choice questions on Topics 1 - 7 of the Unit. Each correct answer will be worth half a mark.

FINAL EXAMINATION: Value: 60%; due date to be advised: 2 hours (plus 10 minutes' reading time). The examination will consist of:

PART A

- A case study on ONE of the topics presented during the session;
- Three short-answer questions on the case (10 marks each: 30 marks total).

PART B:

- TWO short essays from a choice of five topics from the Unit (15 marks each: 30 marks total)

You will find a sample exam paper online (look under icon "exam" on home page) with suggestions for how the case and essay questions might be answered.

Lecture notes will be online under home page icon "Lecture Notes" as soon as I can put them there after each classroom session. Each week's topic is designed to go with the relevant chapter in the set text.

TIMETABLE

Week 1 March 2 2006: Going global (corresponds with Chapter 1 of set text)

Week 2 March 9: Social responsibility and ethics (corresponds with Chapter 2 of set text)

Week 3 March 16: The role of culture (Chapter 3)

Week 4 March 23: Communication (Chapter 4)

Week 5 March 30: Negotiations and decisions (Chapter 5)

Week 6 April 6: International strategies (Chapter 6)

Week 7 April 13: Global alliances (Chapter 7). Individual essays due.

Break

Week 8 May 4: Structures and controls (Chapter 8): one hour. Multiple choice exam in class, one hour.

Week 9 May 11: Workforce diversity (Chapter 9)

Week 10 May 18: International management (Chapter 10)

Week 11 May 25: Motivation and leadership (Chapter 11)

Week 12 June 1: Motivation and leadership (continued). Last week for case study questions to be submitted online.

Week 13 June 8: Revision and exam preparation

ABOUT YOUR LECTURER, Elizabeth Christopher



I am both an academic and a practising consultant. I have designed and run management development programs in America, Canada, Britain, India, Japan and PNG. I still present papers occasionally at international conferences, am a reviewer for a couple of international journals and have published quite widely in my field. I spent many years in the private sector before returning to university in 1979, when I taught at UNSW until 1983 and was awarded a PhD. Through the 1980s and '90s I was a visiting professor at various universities in the US, and wrote and taught undergraduate and graduate management study programs in Australia at Charles Sturt University in Bathurst. I am a senior consultant with Christopher, Smith and Associates, LLC, in Honolulu Hawaii, a firm that specialises in international leadership training. I am a Faculty Staff Member of the Japan-America Institute of Management Science (JAIMS) in Honolulu. I supervise doctoral candidates and I am an Honorary Associate of Macquarie University.

I look forward to working with you.