

IBUS2001: Cross-Cultural Management and Negotiations

VLU 2024



THE UNIVERSITY OF
NEWCASTLE
AUSTRALIA

MISSION: To develop a unique business school identity which is distinctive in the marketplace and provides a clear value proposition for students. This will be achieved by embedding the themes of entrepreneurship and innovation, digitalisation and data within our programs and embracing sustainability, work integrated learning and a commitment to social justice.

OVERVIEW

Course Description

National as well as organisational culture plays an important role in managerial effectiveness and business performance of firms engaged in cross-border operations. The theory and practice of management and negotiation in a cross-cultural international context is examined with models of cross-cultural management critiqued and applied to contemporary business cases. The challenges of operating international business relationships with diverse workforces are critically analysed. Course topics include understanding decision-making and sense-making by managers in terms of their mental models; organising and managing diverse teams; conflict management and negotiations; understanding cultural differences; and mapping institutional differences across countries. Focus is directed upon cross-country and cross-institutional negotiations; leadership types; and the concept of 'global managers'. Adopting a problem-based learning approach using relevant cases and experiences, the course emphasises the importance of communication as an essential attribute and provides practical examples of cross-cultural negotiation in relevant business environments.

Sustainable Development Goals



Contact Hours

Integrated Learning Session

Face to Face On Campus

2 hour(s) per Week for Full Term

Students are expected to complete 4 hours of guided learning via online preparation, lectures, interactive workshops, tutorials, discussion groups or self-directed learning and an additional 6 hours of independent study per week.

10

Unit Weighting

Assumed Knowledge & Pre-Requisites

Any Assumed Knowledge or Pre-Requisites for this course have been previously satisfied by the successful completion of courses within the approved student study plan.

Workload

Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

Course Learning Outcomes

On successful completion of this course, students will be able to:

1. Demonstrate an Integrative understanding of the ethical, social, and cultural issues in cross cultural management and negotiation;
2. Identify the key issues raised by international business cases in cross cultural management and negotiations;
3. Apply and reflect upon analytical and theoretical frameworks to cross cultural settings;
4. Demonstrate strategic thinking and conduct strategic analysis of business opportunities in across cultural environments;
5. Interact with team members within a problem based learning structure to effectively coordinate and communicate project and case study outcomes; and

COURSE OUTLINE

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CRICOS Provider
00109J

6. Identify, analyse, evaluate and communicate information reflective of negotiation and management formats and in cross-cultural contexts.

ASSESSMENT DETAILS

This course has 3 assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Group case analysis Report	Sunday of Week 5 by 11:59 pm SGT	Group	30%	1, 2, 3, 4, 5, 6
2	Cross Cultural Negotiation Reflective Journal	Sunday of Week 9 by 11:59 pm SGT	Individual	30%	1, 2, 3, 4, 5, 6
3	Final Exam	Formal Examination Period	Individual	40%	1, 2, 3, 4, 5, 6

Please note: students are advised that all assessments must be submitted in English. Assessment items not submitted in English will receive a mark of zero.

Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.

Time referenced is time in Ho Chi Minh City, Vietnam

Late Submissions	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. Note: this applies equally to week and weekend days.
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Assessment 1 – Group Case Analysis Report

Assessment Type	Report
Purpose	The purpose of this assignment is to assess students' ability to interact with team members within a problem-based learning structure to effectively identify the cultural values and dimensions of different cultures and their impact on international business.
Description	Using Hofstede Study's cultural dimensions as a point of reference, critically analyse what are the major cultural differences between the United States and France. Please discuss what are the three (3) mistakes that Disneyland made during its global expansion and what should Disneyland do to deal with diversity from a cross-cultural perspective. Please give examples to support your analysis. Further important detail about group case analysis reports is provided on the IBUS2001 CANVAS site.
Weighting	30%
Length	2000 words (maximum)
Due Date	Sunday of week 5 by 11:59 pm
Submission Method	Online - via Turnitin
Assessment Criteria	Assessment criteria will be advised on CANVAS Please note: Self and Peer Assessment: A single mark is given for the group assignment. This mark will then be moderated by "self and peer assessment" using the SPARKPlus software so that individual group members may receive different marks. Any moderated individual mark received by each group member is based on contribution to the assignment and, more importantly the ability to work with others. Individually group members are required to submit a self and peer assessment through SPARK within 24 hours of the due date. Failure to complete SPARK will result in a mark of zero. The criteria for the self and peer assessment are found along with the instructions on how to use SPARK on CANVAS. Please note: NO SPARK NO MARK.
Return Method	Online
Feedback Provided	Online

Assessment 2 - Cross Cultural Reflective Journal

Assessment Type	Professional activity/Journal
Purpose	The purpose of this assignment is to assess students' ability to apply their knowledge and understanding of cross-cultural management and negotiation in a series of simulated environments. These experiences will provide the stimulus to self-assess and critically reflect on issues that were critical to the processes and outcomes of the negotiation simulation.
Description	<p>Students produce an individual 2000-word critical reflection on the experience of participating in two online negotiating simulations in week 6 and week 8. From week 6 students will work as members of a negotiation team. You will be tasked to respond to a complex negotiation challenge with another team in the course using web conferencing technology. Instructions will be provided 7 days before each simulation. Students need to prepare negotiation strategy with their team members according to the instructions. All teams will participate in the simulations at the same time. Negotiation sessions MUST be recorded and integrated with the critical reflection. Oral feedback on negotiations will be given by the lecturer, written feedback will be provided on Turnitin. This process will give teams experience and time to work together and apply cross-cultural and negotiation knowledge in practice.</p> <p>Students are required to analyse their simulation recordings and write an individual reflective journal based on their engagement with the course material and experience across all aspects of the negotiation simulation.</p> <p>The reflective journal must include three sections, each approximately 650 words in length.</p> <p>Part 1: Reflection on planning: You are required to critically reflect on negotiation simulations from week 6 to week 8 and apply appropriate cultural, communication and negotiation theory/ies to identify and evaluate the goal, strategies and tactics for Integrative negotiation and distributive negotiation.</p> <p>Part 2: Reflection on cultural differences: You are required to critically reflect on negotiation simulations from week 6 to week 8 and discuss cultural differences affecting negotiation outcome, strategies and tactics, a recommendation should be provided.</p> <p>Part 3: Reflection on action: You are required to critically evaluate your own negotiation skills based on the negotiation simulations from week 6 to week 8, please evaluate your strengths and weaknesses and propose how could you improve negotiation skills in the future.</p> <p>Students must support their reflection with reference to the simulation recordings and using refereed scholarly journals. A minimum of five scholarly journal articles are required for the assignment</p> <p>Please be aware that attending the online negotiation simulations from week 6 to week 8 is compulsory and absence from the online negotiations may result in a zero assessment.</p>
Weighting	30%
Length	2000 words
Due Date	Sunday of week 9 by 11:59 pm
Submission Method	Online - via Turnitin
Assessment Criteria	<p>The following criteria will be used:</p> <ul style="list-style-type: none"> - Ability to reflect on the negotiation simulations process, evaluate strategies employed in the negotiation simulations, draw insights and interpret the impact on the process and outcomes from personal reflection. - Ability to conduct critical analysis and application of communication and negotiation theory to evaluate personal negotiation skills. - Ability to apply cross cultural communication and negotiations theories to explain how culture impacts on negotiation outcome and strategies and tactics. - Writing: general language, grammar and referencing.
Return Method	Online
Feedback Provided	Online

Assessment 3 - Final Examination

Assessment Type	Formal Examination
Purpose	The purpose of this assessment is to assess students' ability to apply and effectively communicate cross-cultural and negotiation theories.
Description	You will need to demonstrate critical and analytical thinking and effective written communication. This course has a RESTRICTED OPEN BOOK examination. A memory aid is permitted. The memory aid is a single double sided A4 sheet of handwritten or typed notes for use during the examination. Note: memory aids must be left on the examination table and cannot be removed from the examination venue.
Weighting	40%
Length	120 minutes
Due Date	Formal Examination Period
Submission Method	Formal Examination
Assessment Criteria	<ul style="list-style-type: none"> - Relevance to the question. - Accuracy of information/argument. - Demonstrated links to corresponding theories. - Clarity of expression.
Return Method	Not Returned
Feedback Provided	No Feedback - Items not returned to students (eg: final examination scripts) will be made available for review by students, upon request, in a controlled and monitored setting. Students are required to make requests, directly to the relevant course coordinator. Completed examination scripts are kept by the Newcastle Business School for a period of six (6) months only, from the relevant fully graded date. Requests made after the six (6) month period cannot be considered.

SYLLABUS

Course Content

Topics in the course include but are not limited to the following:

1. The significance of culture in international management
2. The meaning and dimensions of culture
3. Managing across countries and regions
4. Managing communication across culture
5. Ethics and social responsibility in global management
6. Cross cultural communications and negotiations
7. Global management decision and control
8. Managing global teams
9. Culture and leadership

Course Materials

Required Text:

Luthans, F & Doh. J. P. (2020) *International Management: culture, strategy, and behaviour*, 11th Edition. McGraw-Hill Irwin, New York.

ISBN: 9781260570533

Lewicki, R., Barry, B. and Saunders, D.M. (2021) *Essentials of Negotiation*. 7th Edition. McGraw Hill Irwin, New York.

ISBN: 9781260570458

SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Course Introduction and Overview		Cultural welcoming activity
2	Globalisation and cross-cultural management	Luthans & Doh. Chapter 1	Group discussion 1 & CANVAS quiz 1
3	Understanding dimensions and theories of culture	Luthans & Doh. Chapter 4	Group discussion 2 & CANVAS quiz 2
4	Managing across countries and regions	Luthans & Doh. Chapter 5	Group discussion 3 & CANVAS quiz 3
5	Managing culturally diverse organisations and multicultural team	Luthans & Doh. Chapter 6	Group discussion 4 & CANVAS quiz 4 Group case analysis
6	Cross cultural communications and negotiations	Luthans & Doh. Chapter 7	Online negotiation simulation 1 Attendance is compulsory
7	Managing cross cultural negotiations-Integrative negotiation	Lewicki et al Chapters 2 and 3	Online negotiation simulations 2 Attendance is compulsory
8	Managing cross cultural negotiation-Distributive negotiation.	Lewicki et al Chapters 4 and Chapter 7	Online negotiation simulations 3 Attendance is compulsory
9	Ethics and social responsibility	Luthans & Doh. Chapter 31	Group discussion 5 & CANVAS quiz 5 Individual reflective journal
10	Global management decision and control	Luthans & Doh. Chapter 11	Assessment 2 due: Sunday by 11:59 pm Group discussion 6 & CANVAS quiz 6
11	Leadership across cultures	Luthans & Doh. Chapter 12	Group discussion 7 & CANVAS quiz 7
12	Motivation across cultures	Luthans & Doh. Chapter 13	Group discussion 8 & CANVAS quiz 8
13	Human resource selection and development across cultures	Luthans & Doh. Chapter 14	Course review and exam Q & A CANVAS quiz 9

CONTACTS

School Offices

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ADDITIONAL INFORMATION

Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

*Skills are those identified for the purposes of assessment task(s).

Communication Methods

Communication methods used in this course include:

- CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site.
- Email: Students will receive communications via their student email account.
- Face to Face: Communication will be provided via face to face meetings or supervision.

Course Evaluation

Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.

Oral Interviews

As part of the evaluation process of any assessment item in this course an oral examination may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the [Oral Examination Guidelines](#). In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the [Student Conduct Rule](#).

Academic Misconduct

All students are required to meet the academic integrity standards of the University. These

standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to <https://policies.newcastle.edu.au/document/view-current.php?id=35>.

Adverse Circumstances

The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where:

1. the assessment item is a major assessment item; or
2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system;
3. you are requesting a change of placement; or
4. the course has a compulsory attendance requirement.

Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at:

<https://policies.newcastle.edu.au/document/view-current.php?id=236>

Important Policy Information

The 'HELP for Students' tab in UoNline contains important information that all students should be familiar with, including various systems, policies and procedures.

This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.

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