BBA 340

Cross Cultural Management

MQC3 Evening 2014

Dept of Marketing and Management

Contents

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General Information

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Credit points
3

Prerequisites
42cp

Corequisites

Co-badged status

Unit description
This unit examines new and emerging developments and challenges that international
mangers are currently facing and are likely to face in the coming years while managing across
borders, where people from diverse cultures interact, both within and between firms. Given
that changes in the global business environment continue unabated, particular attention is
paid to managing the increasingly diverse workforce in the Australian context, as well as in the
context of Australian firms that conduct business in Asia and beyond. The unit provides a
setting for understanding the implications of this diversity on the management of cross-cultural
dynamics in a multi-cultural business environment. The unit equips students with knowledge
of mandatory policy requirements when managing a diverse workplace in order to avoid
expensive law suits and punitive damages.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are
available at https://www.mq.edu.au/study/calendar-of-dates

Learning Outcomes

On successful completion of this unit, you will be able to:

Become aware of the diversity of cultures and its implication as they relate to business management and demonstrate a consciousness of the intricacy of operating in the global market.

Present a range of culture-based perspective concerning the need for social responsibility and ethical behaviour in multinational enterprises.

Develop critical thinking ability and problem solving skills through experiential learning activities and case studies.

Identify major cultural characteristics, including communication styles that characterise regions, nations, communities, organisations, groups and individuals.

Describe major cultural differences in views on strategy for international alliances, including controls, labour relations and management and a range of culture-based tactics for international negotiation.

Present arguments for adopting particular leadership styles globally in given situations, and for varying motivational techniques depending on circumstances.

Assessment Tasks

Name	Weighting	Due
ASSIGNMENT 1: Case Study	30%	Weeks 3-12
ASSIGNMENT 2: Media Report	30%	Week 5: Thurs 11/12/2014 @ 5pm
FINAL EXAMINATION	40%	University Examination Period

ASSIGNMENT 1: Case Study

Due: **Weeks 3-12**
Weighting: **30%**

Description: ONE case study analysis report and presentation, and TEN weekly quiz (IN TUTORIAL CLASSES)

a) CASE STUDY

30% group mark

b) MEDIA REPORT

30% individual mark

c) FINAL EXAMINATION

40% individual mark

a) Group Case Analysis Report (10% group mark)- 900 - 1200 words (please refer to the detailed requirements below)

b) Group Tutorial Presentation (10% individual mark)- 35 minutes (including 20-25 minutes presentation and 10-15 minutes questions/discussions)

c) Weekly Case Analysis and Participation (10% individual mark) (for all students whose group is not presenting that week) (A4 page case analysis submissions. Both sides of the A4 page may be used. 300 words).

Student groups will be formed in the first tutorial. Each group will consist of 2 or 3 students. Each of these groups will be allocated a weekly case to discuss, analyse and present in class. The case allocation will be take place in Week 1.

Every student will read the case, submit a 1 page analysis, and partaking in discussions led and monitored by the Lecturer. Students will be noted for their participation in class. You will not be able to ride on the backs of other team members.

Before presenting the case, the presenting group will submit their case via iLearn the Thursday before by 5:00pm.

The case analysis report should include the following:

A. Introduction.

B. Body. This should include the following sections: identification of major stakeholders and their problems, objective and concern, positive and negative views, brief theoretical discussion, analysis of alternative solutions, recommended solutions, and managerial implications.

C. Conclusion. Briefly summarise the essential complexities posted in the case and the significance of the recommended solutions and managerial implications. Marks will be allocated to each of these.

D. Referencing. The analysis of a case study is usually your own depiction of the case scenario, referencing will be minimal. If you do use some outside material to support your analysis, referencing should be in Harvard style.

Formatting requirements:

- The case study analysis report should be between 900 and 1200 words (The word count includes introduction, body and conclusion, but not references)

- Page margins should be 2.54 cm (default margin settings) on all four edges.
- Times New Roman or Arial font type and font size of 12 points should be used.
- Double spacing is recommended.

Weekly Case Analysis and Participation

Each week every student, whose group is not presenting the case that week, will complete a one page case analysis. This work, to be counted, must be uploaded to iLearn

Thursday the week that case is discussed in class by 5:00pm. So if a Case is discussed in class Friday of Week 3, then the one page analysis is to be submitted Thursday, 5:00pm of Week 3. The requirements of the analysis are:

- One A4 typed page (can also use back of A4 page) -- about 300 words
  - Size 12 arial font
  - Double space
- Three sections
  - short summary of main issues in case (no more than a third of the page)
  - theoretical discussion (at least a third of the page)
  - application of theory to help identify the main problem of the case and to solve the problem (at least a third of a page)

Part of the mark is also based on contributing to discussion in class.

Mark Sheets will be provided on iLearn and more information will be discussed during class.

Note:

No extensions will be granted. Students who have not submitted the task prior to the deadline will be awarded a mark of '0' for the task, except for cases in which an application for special consideration is made and approved.

On successful completion you will be able to:
- Become aware of the diversity of cultures and its implication as they relate to business management and demonstrate a consciousness of the intricacy of operating in the global market.
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- Develop critical thinking ability and problem solving skills through experiential learning activities and case studies.
- Identify major cultural characteristics, including communication styles that characterise

regions, nations, communities, organisations, groups and individuals.

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- Present arguments for adopting particular leadership styles globally in given situations, and for varying motivational techniques depending on circumstances.

ASSIGNMENT 2: Media Report

Due: **Week 5: Thurs 11/12/2014 @ 5pm**
Weighting: **30%**

Description: Individual written analysis of a media article

The required length of the report is 1500 words +/- 10% excluding the cover page and reference list. Students will source a media article from the past TWO years on a cross cultural occurrence, online or from any other media source like newspapers, magazines, radio or TV, and explain, discuss and critique how the article illustrates one or more theoretical principles of cross cultural studies. News items are expected to be not more than 1,000 words, and must be included with the online assignment submission. Examples of media analysis reports are available on iLearn. While scanning for relevant articles online please use the chapter topics from your text book to identify appropriate articles.

All assignments submitted for assessment must adhere to the following standards:

1. Cover Page

For each of the assignment, you must use a title page that provides the following information:

1. Your full name and student ID number;
2. Your Lecturer's name
3. Topic Name
4. Date
5. An exact word count of the number of words in the body of your assignment. (Use Word's Tools menu and click on Word Count.)

2. Presentation of Assignments

Assignments should meet normal academic and professional standards of presentation, including:

1. All pages, excluding the title page, should be numbered;
2. Page margins should be 2.54 cm (default margin settings) on all four edges and double spaced;

3. Times New Roman or Arial font type and font size of 12 points should be used;

4. Block formatting (no indentations)

5. Assignments should be free of typographical and grammatical errors;

6. Harvard referencing system should be used.

3. Submission Procedure

Students are required to submit their electronic copy of assessment to Turnitin via the Internet as part of the submission process for assignment. Your assignment will then be automatically compared to work of your classmates, previous students from Macquarie and other universities, with material available on the Internet, both freely available and subscription-based electronic journals.

IMPORTANT NOTE:

Before submission, name your electronic file in a Word document with the correct file name, that is, your YOUR SURNAME, then your student ID WITH ONLY AN UNDERSCORE FOR SPACING, e.g., JONES_20141234. To avoid any potential plagiarism issues you or your group can submit the assignment more than once up to the due date.

4. Late Submissions

No extensions will be granted. Students who have not submitted the task prior to the deadline will be awarded a mark of '0' for the task, except for cases in which an application for special consideration is made and approved.

Marking rubrics can be seen on iLearn.

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FINAL EXAMINATION

Due: **University Examination Period**
Weighting: **40%**

Length: 2.5h plus 15 minutes reading time

Final examnination format:

Part A

Case study (15 marks total). A new case study which has not been attempted in class will be examined in the final exam. This case study must be analysed and the case study questions answered in an identical way to the ones that you analyse in the tutorials every week.

Part B

Five out of 7 Essay questions (5 marks each and 25 marks in total). The essay questions will include questions from the chapters of your textbook:

essay type responses evaluate understanding of the content of lectures and tutorials.

A final examination is included as an assessment task for this unit to provide assurance that:

- a)The product belongs to the student, and
- b)The student has attained the knowledge and skills taught in the unit.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in draft form approximately eight weeks before the commencement of the examinations and in final form approximately four weeks before the commencement of the examinations http://www.exams.mq.edu.au/exam/

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at http://mq.edu.au/policy/docs/special_consideration/ procedure.html

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period.

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at: http://www.mq.edu.au/policy/docs/examination/ policy.html

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Delivery and Resources

CLASSES

Number and length of classes: 3 hours face-to-face teaching per week, consisting of 1 x 2 hour lecture and 1 x 1 hour tutorial.

Absences in lectures and tutorials

If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer/tutor, this will not be allowed as it interrupts the class.

Students must be quiet during classes, unless of course when class participation is required. Mobile phone must be turned OFF and not simply set to 'silent'.

Students who disturb or disrupt in lectures and tutorials will be asked to leave.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

Prescribed Text

Dean Mcfarlin & Paul Sweeney 2011. International Management - Strategic Opportunities and Cultural Challenges (4th edition). Published by Routledge. ISBN 9780415802994.

Obtainable from Macquarie University Coop Bookshop on Phillips Street http://www.coop.com.au/bookshop/action/InstTextSelect?inst_name=sydney-cbd

Students should have their own copy of this text. There are some copies on the library shelves and in library reserve. Lectures support and add to the textbook but cannot replace it. It is a standard work of reference on cross cultural management, specifically addressed to the Australasian market.

Recommended Texts

Jean-Francois Chanlat, Eduardo Davel & Jean-Pierre Dupuis, 2013: Cross-Cultural Management - Culture and Management across the World. Published by Routledge.

Marie-Joelle Browaeys & Roger Price, 2nd edition, 2011: Understanding Cross-Cultural Management. Published by Pearson.

Taran Patel, 2008: Cross-cultural Management – A Transactional Approach. Published by Routledge.

Elizabeth Christopher & Helen Deresky, 2nd edition, 2012: International Management - Managing Cultural Diversity. Published by Pearson Education Australia.

Classroom sessions are backed up online with lecture notes, case studies, articles and discussion points on the major topics above that make up the unit content.

Supplementary research resources

Official website of Geert Hofstede?http://www.geert-hofstede.com/

Global edge Global business resources?http://globaledge.msu.edu/

Country profile?http://www.kwintessential.co.uk/resources/country-profiles.html

Virtual Library on International Development?http://www2.etown.edu/vl/intldev.html

The World Index of Chambers of Commerc e & Industry?http://www.worldchambers.com/

The United Nations?http://www.un.org/

TECHNOLOGY USED AND REQUIRED

Students are required to use information technology in this unit.

Students will need to use:

- Library databases to source materials for the research reports, which are accessed electronically for conducting research for assignments;
- Electronic (internet) access to iLearn to download unit learning resources and upload assignments or other materials required for class activities and assignments;
- Microsoft Word and PowerPoint (or similar) for the research reports and presentations).

Unit Web Page

Course material is available on the learning management system (ilearn). The web page for this unit can be found at: https://ilearn.mq.edu.au/login/MQ/

LEARNING AND TEACHING ACTIVITIES

This unit will be taught via the participant-centred and experiential learning method of teaching. "Experiential learning takes place when a person is involved in an activity, then looks back and evaluates it, determines what was useful or important to remember and uses this information to perform another activity" (John Dewey, 1938). Face-to-face lectures would comprise of seminars of two hours' duration. Students will partake in lectures, cases, and discussions/activities (experiential exercises) in class.

Students are advised to attend all lectures and tutorials and participate in case discussions, missing classes and not participating in case discussions will affect grades.

Case studies will be the extensively used. Case analyses are intended to be analytical critiques on some central issues of the case being discussed. As this is a discussion-oriented class, students will read all of the case studies indicated on the course schedule and come prepared to discuss and defend themselves in the tutorials. Every student is expected to participate. In your case analyses, please refrain from writing a summary of the case or repackaging the information already provided in the case. Based on the information provided in the case, be analytically

judgmental, propose alternative managerial views and action plans, and discuss the relevance and appropriateness of the frameworks proposed in the readings and lectures to the case. In short, write what you think of the situation in the case and not merely repeat what the author says. The course teaches several models for cultural analysis of case studies. Some examples are: Hofstede, Trompenaars, and Edward Hall. These models are to be used for case analysis, group case study assignments and media article analysis.

This unit is presented through the following learning media:

- Thirteen weekly classroom lectures combined with small group tutorial discussions, case studies, in lecture activities and videos.
- Students must attend at least 80% of the classes (lectures and tutorials) Lectures are supported online on iLearn: http://ilearn.mq.edu.au
- Lecture notes, assignment details, assessment methods, case studies, reading and reference materials and a sample exam paper are posted on iLearn.
- Tutorial activity: Every week one student group will discuss, analyse and present a relevant case study in the tutorial. Each group only presents once.
- Every presenting group will hand in a 900-1200 word case analysis to the tutor.
- At the end of the presentation, tutors will lead a discussion of the case. Every student needs to submit a 300 word case analysis (submitted to i-Learn the day before and discuss the case.
- All students will upload a 1500 word research report that critiques and analyses a media article on cross cultural issues in week 5.
- The total assignment weight is 60% and the final exam will be 40%.

CHANGES SINCE THE LAST OFFERING OF THIS UNIT

There are some minor changes made to the unit structure since the last offering. The textbook has changed. Case study assessment has also had small changes based on student feedback.

Unit Schedule

Please Note: the week-by-week lecture content and/or tutorial activities below are subject to changes by the unit convenor if required.

WEEK	LECTURE TOPIC	TUTORIAL ACTIVITY	CHAPTERS
Week1	Introduction to the unit Legal and political foundations	Overview of unit and assignments Group and Case Allocation and Case Discussion Please read the case study "Hollywood and the Rise of Cultural Protectionism" for the tutorial class next week. This case is on iLearn.	Chapter 1 & Chapter 2

Week2	International ethics and social responsibility	Sample case study will be discussed: "Hollywood and the Rise of Cultural Protectionism"	Chapter 3
Week3	Understanding the role of culture	Case study: Google	Chapter 4
Week4	Perceptions, interpretation, and attitudes across cultures Communicating across cultures	Case study: MTV Networks	Chapter 5 & Chapter 6
Week5	Cross cultural conflicts and negotiations	Case study: Ebay **Assignment 2 (media analysis report) due. iLearn Online submission deadline: 11 December 2014 (Thursday) @ 5pm**	Chapter 7
Week6	International strategic planning	Case study: Siemens	Chapter 8
Week7	Foreign market entry and ownership options	Case study: Alibaba Assignment 2 feedback	Chapter 9
Week8	Organisational structure and control systems	Case study: Nokia	Chapter 10
Week9	International human resource management	Case study: Carlos Ghosn	Chapter 12
Week10	Managing international teams and large labor forces	Case study: Chrysler Fiat	Chapter 14
Week11	Motivation, leading and compensating across cultures	Case study: Ratan Tata	Chapter 11 & Chapter 13
Week12	Movie		Video
Week13	Unit reivew and exam preparation	Exam review and preparation	Review

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central. Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy http://mq.edu.au/policy/docs/assessment/policy.html

Grading Policy http://mq.edu.au/policy/docs/grading/policy.html

Grade Appeal Policy http://mq.edu.au/policy/docs/gradeappeal/policy.html

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Disruption to Studies Policy http://www.mq.edu.au/policy/docs/disruption_studies/policy.html *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the Learning and Teaching Category of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Grades

Macquarie University uses the following grades in coursework units of study:

·   HD - High Distinction

·   D - Distinction

·   CR - Credit

·   P - Pass

·   F – Fail

Grade descriptors and other information concerning grading are contained in the Macquarie

University Grading Policy which is available at:

http://www.mq.edu.au/policy/docs/grading/policy.html

For further information, please refer to the following link:

http://universitycouncil.mq.edu.au/legislation.html

Grade Appeals and Final Examination Script Viewing City Campus

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.city.mq.edu.au/reviews-appeals.html

Attendance at Macquarie City Campus

All Students are required to attend at least 80% of the scheduled course contact hours each Session. Additionally Macquarie City Campus monitors the course progress of international students to ensure that the student complies with the conditions of their visa relating to attendance.

This minimum level of attendance includes all lectures and tutorials. Tutorial attendance will be recorded weekly. If any scheduled class falls on a public holiday this will be rescheduled as advised by your Lecturer. Attendance at any mid-Session or in-class test is compulsory unless otherwise stated.

Unavoidable non-attendance due to illness or circumstances beyond your control must be supported by appropriate documentation to be considered for a supplementary test. Other non-attendance will obtain zero for the test. You should refer to the Disruptions Policy for more details about this.

Student Support

Macquarie University provides a range of support services for students. For details, visit http://students.mq.edu.au/support/

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- Workshops
- StudyWise
- Academic Integrity Module for Students
- Ask a Learning Adviser

Student Support at Macquarie City Campus

Students who require assistance are encouraged to contact the Student Services Manager at Macquarie City Campus. Please see reception to book an appointment.

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at http://students.mq.edu.au/support/

At any time students (or groups of students) can book our Student Advising rooms on Level 6 by emailing info@city.mq.edu.au with a day and time and nominated contact person. There are additional student study spaces available on Level 1.

Macquarie University Campus Wellbeing also has a presence on the City Campus each week. If you would like to make an appointment, please email info@city.mq.edu.au or visit their website at: http://www.campuslife.mq.edu.au/campuswellbeing

StudyWISE provides:

·   Online learning resources and academic skills workshops http://www.mq.edu.au/learning_skills

·   Personal assistance with your learning & study related questions

·   ALPS - http://www.students.mq.edu.au/support/learning_skills/postgraduate/alps/

Student Services and Support

Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit http://informatics.mq.edu.au/help/.

When using the University's IT, you must adhere to the Acceptable Use Policy. The policy applies to all who connect to the MQ network including students.

IT Help at Macquarie City Campus

If you wish to receive IT help, we would be glad to assist you at http://informatics.mq.edu.au/help/ or call 02 9850-4357.

When using the university's IT, you must adhere to the Acceptable Use Policy. The policy applies to all who connect to the MQ network including students and it outlines what can be done.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

Students are expected to act responsibly when utilising Macquarie City Campus IT facilities. The following regulations apply to the use of computing facilities and online services:

·   Accessing inappropriate web sites or downloading inappropriate material is not permitted.

·   Material that is not related to coursework for approved unit is deemed inappropriate.

·   Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

If you would like to borrow headphones for use in the Macquarie City Campus computer labs (210, 307, 311, 608) at any point, please ask at Level 2 Reception. You will be required to provide your MQC Student ID card. This will be held as a deposit while using the equipment.

For assistance in the computer labs, please see a Lab Demonstrator (usually they can be found in Lab 311, otherwise ask at Level 2 Reception).

Graduate Capabilities

Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

Learning outcomes

- Become aware of the diversity of cultures and its implication as they relate to business

management and demonstrate a consciousness of the intricacy of operating in the global market.

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- Describe major cultural differences in views on strategy for international alliances, including controls, labour relations and management and a range of culture-based tactics for international negotiation.
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Assessment tasks

- ASSIGNMENT 1: Case Study
- ASSIGNMENT 2: Media Report
- FINAL EXAMINATION

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

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Assessment tasks

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- FINAL EXAMINATION

Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

Learning outcomes

- Develop critical thinking ability and problem solving skills through experiential learning activities and case studies.
- Describe major cultural differences in views on strategy for international alliances, including controls, labour relations and management and a range of culture-based tactics for international negotiation.
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Assessment tasks

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- ASSIGNMENT 2: Media Report
- FINAL EXAMINATION

Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

Learning outcomes

- Present a range of culture-based perspective concerning the need for social

responsibility and ethical behaviour in multinational enterprises.

- Identify major cultural characteristics, including communication styles that characterise regions, nations, communities, organisations, groups and individuals.
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Assessment tasks

- ASSIGNMENT 1: Case Study
- ASSIGNMENT 2: Media Report

Research and Practice

The unit uses research from several external sources namely academic journals listed below, to support your learning of cross cultural concepts and theories:

- Journal of International Management
- International Journal of Cross Cultural Management
- Journal of International Business Studies
- International Business Review
- Management International Review

A list of research articles from these sources will be posted on iLearn, which will allow students to keep up-to-date with current trends in cross cultural management and considerably expand their knowledge of this subject.

This unit gives you opportunities to conduct research and gives you practice in applying research findings in your assessments.