MGMT754

Leading and Managing in Culturally Diverse Environments

S2 External 2017

Dept of Marketing and Management

Contents

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General Information

Unit convenor and teaching staff
Lecturer
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Bldg E4A level 6 Room 625
Monday 12 - 3

Credit points
4

Prerequisites
Admission to MRes

Corequisites

Co-badged status

Unit description
To succeed in a globalised business environment, it is imperative for managers to understand contemporary approaches to leading and managing in culturally diverse environments and explore strategies and tactics for managing international assignments and teams.
Core objectives of this unit are to enhance multicultural competence skills and impart an understanding of how cultural diversity affects managerial behaviour and processes which is highly valued by future employers. The unit utilises a range of assessments such as simulations, experiential exercises, forums, reflective tasks, case studies, presentations and group activities in order to synthesise students' understanding of cross-cultural theories and their ability to apply their learning.

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:

Interpret and analyse 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

Appraise the multicultural 'big picture' in which global trade and government forces operate, and summarise the major culture-based challenges faced by international managers (political, social, legal, economic and technological)

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

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

Classify, characterize and critique arguments for adopting particular leadership styles globally in given situations, and for varying motivational techniques depending on circumstances

Assessment Tasks

Name	Weighting	Hurdle	Due
CLASS PARTICIPATION(ONLINE)	40%	No	Ongoing
CASE STUDY	20%	No	WEEK 2- 11
REPORT	40%	No	5.11.2017 @5pm (evening)

CLASS PARTICIPATION(ONLINE)

Due: **Ongoing**
Weighting: **40%**

Online forums will be conducted during the Semester.

These are analogous to tutorials in a traditional course.

You are required to participate actively in these, and your contributions will be assessed.

A. CASE STUDY FORUM:

Students must read every case study and make a post expressing your opinion, connecting current discussions by other students, relating to concepts learned in the video lectures, readings, your work experience or material from the case study. There is no word limit for the post. For each case study the forum will only be open for 2 weeks, which means that the forum for the first case study will close end of week 3 .

B. EXPERIENTIAL EXERCISE FORUM:

These are comprised of application tasks and reflective activities. Reflective tasks are exercises designed to encourage reflection on Unit topics and associated readings. Each lecture will have one experiential exercise, and one video reflective task. Students must read these and post their perspectives in these forums. A rubric for online presentation is used to mark online participation

which can be seen on iLearn. Each of these forums will close after 3 weeks .

LATE SUBMISSIONS

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made and approved. No submission will be accepted after solutions have been posted.

On successful completion you will be able to:

- Interpret and analyse 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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CASE STUDY

Due: **WEEK 2- 11**
Weighting: **20%**

Weekly (Case Analysis- Group work)

Every week nominated student groups will submit the case analysis through Turnitin.

The case analysis should address the following:

A. Introduction

A brief of the case environment, company, industry, country, culture and case problem

B. Body

Should include the following sections: Identification of major stakeholders and their problems, objectives and concern, recommended solutions, managerial implications.

C. Conclusion

Briefly summarize the essential complexities posed in this case and the practical implications and lessons learned.

D. Case question

Every case will have questions at the end which will serve as a direction to analyse the case. You do not have to answer these questions.

Detailed marking rubrics can be seen on iLearn and a document titled "How to analyse a case study" will provide further guidance.

This is a group activity and one student from the group will upload their case analysis though Turnitin as stated below.

SUBMISSION PROCEDURE (Group)

Students are required to submit an electronic copy of their assessment to Turnitin via the Internet as part of the submission process for assignments. 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. Before submission, name your electronic file in a Word document with your surname and student number, e.g., Smith20101309. Please make sure that only one member of your group submits the report to Turnitin for plagiarism check. The word doc will then have his/her surname and student number.

LATE SUBMISSIONS

Late Submissions (All assignments)

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made and approved. No submission will be accepted after solutions have been posted.

On successful completion you will be able to:

• Interpret and analyse 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

• Appraise the multicultural 'big picture' in which global trade and government forces operate, and summarise the major culture-based challenges faced by international managers (political, social, legal, economic and technological)

• Classify, characterize and critique arguments for adopting particular leadership styles globally in given situations, and for varying motivational techniques depending on circumstances

REPORT

Due: **5.11.2017 @5pm (evening)**
Weighting: **40%**

The assignment is a research based report and requires the student to become more knowledgeable about using varied research sources and understand research methodology.The assignment will develop critical thinking and analytical skills and enable students to synthesize

information and develop informed views.

This assignment requires students to explore and apply an advanced body of knowledge to a range of current contexts in the Cross Cultural Management/Business or Cross Cultural Leadership/International Business discipline.

Students will identify a current topic in the professional practice or discipline of Cross Cultural Management/Business or Cross Cultural Leadership/International Business. Some generic examples are given on ilearn but please brainstorm with the lecturer with your specific interests before you commence on the research.

Detailed comprehensive information on writing, referencing and submitting this assignment can be found on ilearn.

On successful completion you will be able to:

- Appraise the multicultural 'big picture' in which global trade and government forces operate, and summarise the major culture-based challenges faced by international managers (political, social, legal, economic and technological)
- Identify major cultural characteristics, including communication styles that characterise regions, nations, communities, organisations, groups and individuals
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Delivery and Resources

Summary of Assessments

Task	Weight	Due Date	Linked Learning Outcomes	Linked Graduate Capabilities
Class Participation(Online Forums)	40%	From Week 1	1,3,5	1,2,3
Case Study	20%	Week 1 to Week 11	1,2,3	1,2
Report	40%	5th November 2017	2,3,4	1.2.3

Medical certificates must be provided if you are not able to meet any deadlines for assignments, without incurring a penalty. Number and length of classes: 3 hours online teaching

per week(Listening to video lectures and participating in the forums). The timetable for classes can be found on the University web site at: htt://www.timetables.mq.edu.au/

Please read the full policy located at: http://www.mq.edu.au/policy/docs/special_consideration/policy.html

In order to complete the unit satisfactorily students need to complete and submit all assignments on the due date and attempt the final exam during the university examination period.

Required and Recommended Texts and/or Material

Required text: 'International Management: Managing Across Borders and Cultures – Text and Cases', Ninth Edition (International Edition) by Helen Deresky, Pearson Education, 2016. This contains all the required chapter readings and case studies in addition to material posted on iLearn. A copy of the required text is also available in the Macquarie Library and obtainable from Macquarie University Coop Bookshop (macq_byr@coopbookshop. com.au)

KickStart

This unit includes a KickStart package, designed to help you get a head start with your studies. Being well prepared can be the key to success, so be sure to take advantage of KickStart and make it work for you.

What is it?

KickStart is a package of resources and activities in iLearn that is specific to studying this unit. Your package may include welcome videos from the Unit Convenor, quizzes (not counting toward your final grade), insights from industry experts and tips from previous students on how to succeed in the unit.

When is it available?

Two weeks before the start of the session, log into iLearn and access the KickStart package.

Please note that the activities in the KickStart package do not count towards the final grade of the unit.

Technology Used and Required

Access to a personal computer is required in order to complete tasks on iLearn.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 Power point (where applicable) for the research reports and presentations).You can check that your computer's software and hardware are compatibility with Macquarie University standard requirements at:

https://learn.mq.edu.au/webct/RelativeResourceManager/25994001/Public%20Files/uw/softw

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/

Recommended readings are available through eReserve.

Timetable portal: http://timetables.mq.edu.au

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.

Unit Schedule

Week	Lecture: Topic and Reading	Case Study and Experiential Activity
1	Assessing the environment: Political, Economic,Legal,Technological *Chapter 1*	Experiential activity: Forces at work
2	Managing Interdependence: Social Responsibility, Ethics, Sustainab8ility *Chapter 2*	Case Study 1: Case Study: Facebook's Internet.Org Initiative: Serving the Bottom of the Pyramid Experiential activity: Predatory competition
3	Understanding the Role of Culture *Chapter 3*	Case Study 2: Vodafone in Egypt: National Crises and Their Implications for Multinational Corporations Experiential activity: Business trip to Japan
4	Communicating Across Cultures *Chapter 4*	Case Study 3 Hailing a New Era: Haier in Japan: Experiential activity: Cultural differences in business communication
5	Cross-cultural Negotiation and Decision Making *Chapter 5*	Case Study 4: MTV Networks Experiential activity: Cross cultural negotiations

6	Formulating Strategy *Chapter 6*	Case Study 5: Ali Baba v Tencent: The Battle for China's M-Commerce Space Experiential activity: Renault and Nissan in South Africa
	MID TERM BREAK	
7	Implementing Strategy *Chapter 7*	Case Study 6: Business Model and Competitive Strategy of IKEA in India Experiential activity: Cross culture mergers and acquisitions
8	Organisation Structure and Control systems *Chapter 8*	Case Study 7 : Walmart in Africa Experiential activity: Images of Organisational Culture
9	Staffing, Training and Compensation for Global Operations *Chapter 9*	Case Study 8: Fiat Chrysler Automobiles N. V.: Experiential activity: Career opportunities overseas
10	Developing a Global Management Cadre *Chapter 10*	Case Study 9: Leading across cultures at Michelin Experiential activity: Expat Life in EU
11	Motivating & Leading *Chapter 11*	Case Study 10: Ethical Leadership: Ratan Tata and India's Tata Group Experiential activity: Servant Leadership
12	*REVIEW*	
13	*FINAL EXAM*	

Learning and Teaching Activities

Learning and Teaching Activities

This unit will be taught via the participant-centered 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). Online teaching would comprise of lecture videos and forum participation of three hours' duration. Students will partake in discussions on forums for cases, video cases and experiential exercises online. 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 discuss and defend themselves online. 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 group case study assignments and the research paper. This unit is presented through the following learning media: Thirteen weekly video lectures combined with online discussions, case studies, experiential exercise and videos. 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.

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_2016.html

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

Complaint Management Procedure for Students and Members of the Public http://www.mq.edu.au/policy/docs/complaint_management/procedure.html

Disruption to Studies Policy (in effect until Dec 4th, 2017): http://www.mq.edu.au/policy/docs/disruption_studies/policy.html

Special Consideration Policy (in effect from Dec 4th, 2017): https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration

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/

Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au.

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 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://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

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

Graduate Capabilities

PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their

professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Learning outcomes

- Interpret and analyse 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
- Identify major cultural characteristics, including communication styles that characterise regions, nations, communities, organisations, groups and individuals
- Classify, characterize and critique arguments for adopting particular leadership styles globally in given situations, and for varying motivational techniques depending on circumstances

Assessment tasks

- CLASS PARTICIPATION(ONLINE)
- REPORT

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- Interpret and analyse 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
- Appraise the multicultural 'big picture' in which global trade and government forces operate, and summarise the major culture-based challenges faced by international managers (political, social, legal, economic and technological)
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Assessment tasks

- CLASS PARTICIPATION(ONLINE)
- CASE STUDY
- REPORT

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Appraise the multicultural 'big picture' in which global trade and government forces operate, and summarise the major culture-based challenges faced by international managers (political, social, legal, economic and technological)
- Investigate major cultural differences in views on strategy for international alliances, including controls, labour relations and management a range of culture-based tactics for international negotiation
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Assessment tasks

- CLASS PARTICIPATION(ONLINE)
- CASE STUDY
- REPORT

Changes from Previous Offering

CHANGES IN THE UNIT OUTLINE SINCE THE LAST OFFERING

Changes from previous offerings are as follows: a) All case studies have been updated with new cases. b) Experiential activities have been updated c) All old videos have been replaced with new longer ones d) Reflective inclass activitites have been included in the online activitites . e) The undividual assignment has been changed f) The unit does not have an exam from this semester onwards.

Research & Practice, Global & Sustainability

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

The unit uses research from several external sources namely academic journals, books, media articles and government publications as listed below to support your learning of cross cultural concepts, theories and current happenings:

Journal of Cross Cultural Management

Diversity in organisations, communities and nations.

Journal of International Business studies

Management International review

OECD Publications

SUPPLEMENTARY RESEARCH RESOURCES

Official website of Geert Hofstede

http://www.geert-hofstede.com/

Global edge Global business resources

http://globaledge.msu.edu/

Country profiles

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 Commerce & Industry

http://www.worldchambers.com

The United Nations

 http://www.un.org

International Business Times http://www.ibtimes.com/ The unit works in collaboration with industry bodies like Optus,Department of Fair Trade, Department of Foreign Affairs and Trade and Sustainable Business, Australia to understand the progress in Global Climate Agreements worldwide and the imapact of culture on its acceptances towards sustainable global business practices.

This unit gives you opportunities to conduct research and gives you practice in applying research findings in your assessments. The unit works in collaboration with industry bodies like Optus,Department of Fair Trade, Department of Foreign Affairs and Trade and Sustainable Business, Austalia to understand the progress in Global Climate Agreements worldwide and the imapact of culture on its acceptances towards Sustainable Global Business Practices.