



# MGMT8054

## Managing Cultural Diversity

Session 1, Weekday attendance, North Ryde 2020

*Department of Management*

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## General Information

Unit convenor and teaching staff

Unit Convenor

Brett White

[brett.white@mq.edu.au](mailto:brett.white@mq.edu.au)

Credit points

10

Prerequisites

((BUS651 or MGMT6051 or ECON649 or ECON6049 or MKTG696 or MKTG6096) and 10cp at 8000 level) or (MGNT809 or MGMT8009) or (admission to MLabAQMgt)

Corequisites

Co-badged status

Unit description

To succeed in a globalised business environment, it is imperative for managers to develop a global mindset as a leader and understand contemporary approaches to leading and managing in culturally diverse environments. Cultural Intelligence and cross-cultural communication are key inclusive leadership traits that enable managers to effectively implement and accomplish strategies and tactics in international assignments, and to engage and manage global teams. Core objectives of this unit are to enhance cultural intelligence and cross-cultural communication competence to impart an understanding of how cultural diversity affects managerial behaviour and processes. The unit prepares students to be global minded leaders with cultural intelligence, which is valued as a highly appreciated skill set 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 in global business settings.

## 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:

**ULO1:** Evaluate and analyse the diversity of cultures and its implications as they relate

to business management and examine the intricacy of operating through group interactions in the global market.

**ULO2:** Appraise the multicultural 'big picture' in which global trade and government forces operate and interpret the major culture-based challenges (political, social, legal, economic and technological) faced by international managers.

**ULO3:** Identify and describe major cultural characteristics including communication styles that characterise regions, nations, communities, organisations, group and individuals.

**ULO4:** Apply professional and reflective practice to individual and group learning and communication

## Assessment Tasks

### Coronavirus (COVID-19) Update

Assessment details are no longer provided here as a result of changes due to the Coronavirus (COVID-19) pandemic.

Students should consult [iLearn](#) for revised unit information.

[Find out more about the Coronavirus \(COVID-19\) and potential impacts on staff and students](#)

## Delivery and Resources

### Coronavirus (COVID-19) Update

Any references to on-campus delivery below may no longer be relevant due to COVID-19.

Please check here for updated delivery information: [https://ask.mq.edu.au/account/pub/display/unit\\_status](https://ask.mq.edu.au/account/pub/display/unit_status)

|                                   |   |
|-----------------------------------|---|
| Required text                     | <ul style="list-style-type: none"> <li>'International Management: Managing Across Borders and Cultures – Text and Cases', Ninth Edition (International Edition) by Helen Deresky, Pearson Education.</li> </ul> <p>This contains all the required chapter readings and case studies in addition to material posted on iLearn.</p> <p>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)</p> <p><b>KickStart</b></p> <p>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.</p> <p><b>What is it?</b></p> <p>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.</p> <p><b>When is it available?</b></p> <p>Two weeks before the start of the session, log into <a href="#">iLearn</a> and access the KickStart package.</p> <p><i>Please note that the activities in the KickStart package do not count towards the final grade of the unit.</i></p> |
| Unit web page                     | The web page for this unit can be found at: <a href="https://ilearn.mq.edu.au/login/">https://ilearn.mq.edu.au/login/</a>   |
| Technology Used and Required      | <p>Students are required to have access to a personal computer and familiarise themselves with iLearn (<a href="https://ilearn.mq.edu.au/login/">https://ilearn.mq.edu.au/login/</a>).</p> <p>iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students.</p>  |
| Delivery Format and Other Details | <ul style="list-style-type: none"> <li>Number and length of classes: Each class is <b>3 hours long</b>, i.e. 3 hours face to face per week unless indicated otherwise in the unit schedule. Classes may vary due to public holiday(s).</li> <li>Workshops will commence in <b>Week 1</b>.</li> <li>The timetable for classes can be found on the University web site at: <a href="http://www.timetables.mq.edu.au/">http://www.timetables.mq.edu.au/</a></li> </ul>   |
| Recommended readings              | Available through eReserve  |
| Inherent Requirements             | None  |

## Unit Schedule

### Coronavirus (COVID-19) Update

The unit schedule/topics and any references to on-campus delivery below may no longer be relevant due to COVID-19. Please consult [iLearn](#) for latest details, and check here for updated delivery information: [https://ask.mq.edu.au/account/pub/display/unit\\_status](https://ask.mq.edu.au/account/pub/display/unit_status)

| Week | Lecture: Topic and Reading |
|------|----------------------------|
|------|----------------------------|

|    |   |
|----|---|
| 1  | Assessing the environment: Political, Economic, Legal, Technological    |
|    | <i>Chapter 1</i>  |
| 2  | Managing Interdependence: Social Responsibility, Ethics, Sustainability |
|    | <i>Chapter 2</i>  |
| 3  | Understanding the Role of Culture                                       |
|    | <i>Chapter 3</i>  |
| 4  | Communicating Across Cultures   |
|    | <i>Chapter 4</i>  |
| 5  | Cross-cultural Negotiation and Decision Making                          |
|    | <i>Chapter 5</i>  |
| 6  | Formulating Strategy  |
|    | <i>Chapter 6</i>  |
| 7  | Implementing Strategy   |
|    | <i>Chapter 7</i>  |
| 8  | Organisation Structure and Control systems                              |
|    | <i>Chapter 8</i>  |
| 9  | Staffing, Training, and Compensation for Global Operations              |
|    | <i>Chapter 9</i>  |
| 10 | Developing a Global Management Cadre                                    |
|    | <i>Chapter 10</i>   |
| 11 | Motivating & Leading  |
|    | <i>Chapter 11</i>   |
| 12 | International Trends in the Workplace                                   |

see iLearn

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Students seeking more policy resources can visit the [Student Policy Gateway](https://students.mq.edu.au/support/study/student-policy-gateway) (<https://students.mq.edu.au/support/study/student-policy-gateway>). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/student-conduct>

## Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) 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](https://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@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](https://mq.edu.au/learningskills)) provides academic writing resources and study

strategies to help you improve your marks and take control of your study.

- [Getting help with your assignment](#)
- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module](#)

The Library provides online and face to face support to help you find and use relevant information resources.

- [Subject and Research Guides](#)
- [Ask a Librarian](#)

## 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](http://ask.mq.edu.au)

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@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/](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.