



MMBA8079

Managing with a Global Mindset

MGSM term 3, Special circumstance 2020

Department of Management

Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	2
<u>General Assessment Information</u>	2
<u>Assessment Tasks</u>	3
<u>Delivery and Resources</u>	5
<u>Unit Schedule</u>	6
<u>Policies and Procedures</u>	6

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General Information

Unit convenor and teaching staff
Associate Professor Steven Segal
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Credit points
10

Prerequisites
Admission to MBA or GradCertMgtPostMBA or GradDipMgt

Corequisites

Co-badged status

Unit description

This unit will equip you with the competencies and skills that are central to developing a global mindset - the agility to see difference as an opportunity to influence and learn from others whose ways of being and doing are unlike yours. This unit will help you develop the psychological, intellectual, social, ethical and philosophical competencies to successfully work with, manage and leverage diversity in an organisation.

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: Identify and describe contemporary theories on leadership across culture to critically reflect, lead and influence.

ULO2: Critically analyse contemporary dilemmas, including ethical, social and/or environmental, across diverse contexts for balanced business decision making and management practice.

ULO3: Integrate and apply the positions and concerns of stakeholders to improve organisational performance and resilience.

General Assessment Information

Late Assessment Policy:

Late assessment submissions must be submitted through the appropriate submission link in [iLearn](#). No extensions will be granted unless an application for [Special Consideration](#) is made and approved. 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. Late submissions will not be accepted after solutions have been discussed and/or made available.

Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

Assessment Tasks

Name	Weighting	Hurdle	Due
Group Case Presentation	15%	No	Sessions 5 & 6
Group Critical Reflection Presentation	25%	No	Sessions 9 & 10
Individual Cultural Biography	10%	No	5pm of Sunday, 23 August 2020
Essay	50%	No	5pm of Friday, 28 August 2020

Group Case Presentation

Assessment Type ¹: Case study/analysis

Indicative Time on Task ²: 8 hours

Due: **Sessions 5 & 6**

Weighting: **15%**

Each syndicate group will be given a different case study regarding the global challenges and the way in which managers dealt with the challenges of either succeeding or failing to develop a global mindset in a cross-cultural management situation. Each group will be expected to identify the challenges and competencies involved in developing a global mindset. A specific example drawn from a member of the group will be used to demonstrate a real-life experience of challenges and competencies.

On successful completion you will be able to:

- Identify and describe contemporary theories on leadership across culture to critically reflect, lead and influence.
- Critically analyse contemporary dilemmas, including ethical, social and/or environmental, across diverse contexts for balanced business decision making and management practice.

Group Critical Reflection Presentation

Assessment Type ¹: Case study/analysis

Indicative Time on Task ²: 15 hours

Due: **Sessions 9 & 10**

Weighting: **25%**

Students will be expected to examine the organisational implications of global mindset for organisational structure, strategy, recruitment and/or team building.

On successful completion you will be able to:

- Identify and describe contemporary theories on leadership across culture to critically reflect, lead and influence.
- Critically analyse contemporary dilemmas, including ethical, social and/or environmental, across diverse contexts for balanced business decision making and management practice.
- Integrate and apply the positions and concerns of stakeholders to improve organisational performance and resilience.

Individual Cultural Biography

Assessment Type ¹: Reflective Writing

Indicative Time on Task ²: 3 hours

Due: **5pm of Sunday, 23 August 2020**

Weighting: **10%**

A cultural biography is an experientially based assessment in which students are expected to interview a classmate from a different cultural background in order to bring out the taken for granted mindset in terms of which the interviewee sees leadership, management and/or learning in a different context. Each person will have the opportunity to interview a classmate.

On successful completion you will be able to:

- Identify and describe contemporary theories on leadership across culture to critically reflect, lead and influence.

Essay

Assessment Type ¹: Essay

Indicative Time on Task ²: 20 hours

Due: **5pm of Friday, 28 August 2020**

Weighting: **50%**

Based on the research practice of Participant Observation, students will be expected to write a paper on their experience of learning through crossing cultural boundaries. Students will be

asked to create a situation in which they are not only observers but participant observers and then write a reflective piece on their experience. The experience will be anchored in one or more of the theories discussed in the unit. Length equals up to 2,500 words.

On successful completion you will be able to:

- Critically analyse contemporary dilemmas, including ethical, social and/or environmental, across diverse contexts for balanced business decision making and management practice.
- Integrate and apply the positions and concerns of stakeholders to improve organisational performance and resilience.

¹ If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the [Writing Centre](#) for academic skills support.

² Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

Delivery and Resources

Required Text	There is no required text for this unit.
Recommended (Optional) Texts	<ul style="list-style-type: none"> • Adler, N.J. (2002). <i>International Dimensions of Organizational Behavior</i> (4th Edition). Cincinnati: South-Western Thomson Learning. • Gundling, E. and Zanchettin, A. (2006). <i>Global Diversity: Winning Customers and Engaging Employees within World Markets</i>. Boston: Nicholas Brealey International. • Trompenaars, Fons. (1998). <i>Riding the Waves of Culture: Understanding Diversity in Global Business</i>. New York: McGraw-Hill.
Unit Web Page	The web page for this unit can be found at: https://ilearn.mq.edu.au
Technology Used and Required	<p>Students are required to have access to a personal computer and familiarise themselves with iLearn (https://ilearn.mq.edu.au).</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"> • Number and length of classes: Five eight-hour seminar classes held over two weekend blocks unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s) • The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
Recommended Readings	Recommended Readings are provided via the links on the iLearn Unit page

Unit Schedule

Please 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 or if you are a Global MBA student contact 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) 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

If you are a Global MBA student contact 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/.

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.