



# MGMT8054

## Managing Cultural Diversity

Session 2, Fully online/virtual 2020

*Department of Management*

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#### **Disclaimer**

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

#### **Notice**

As part of [Phase 3 of our return to campus plan](#), most units will now run tutorials, seminars and other small group learning activities on campus for the second half-year, while keeping an online version available for those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face and online activities for your unit, please go to [timetable viewer](#). To check detailed information on unit assessments visit your unit's iLearn space or consult your unit convenor.

## General Information

Unit convenor and teaching staff

Meena Chavan

[meena.chavan@mq.edu.au](mailto:meena.chavan@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

## 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       |
|--|-----------|--------|-----------|
| <a href="#">Online Forums: Case Study Forum and Reflective Experiential Exercise Forum</a> | 40%       | No     | Week 2-12 |
| <a href="#">Case Study</a>   | 20%       | No     | Week 2-12 |
| <a href="#">Consultancy Report</a>   | 40%       | No     | Week 11   |

### Online Forums: Case Study Forum and Reflective Experiential Exercise Forum

Assessment Type <sup>1</sup>: Participatory task

Indicative Time on Task <sup>2</sup>: 20 hours

Due: **Week 2-12**

Weighting: **40%**

This task includes contributing to the following ONLINE forums:

1. CASE STUDY FORUM: Students are supposed to read every case study and make a post expressing their opinion, connecting current discussions by other students, relating to concepts learned in the video lectures, readings, your own work experience or material from the case study. For each case study, the forum will only be open for 2 weeks. Please see the details on iLearn.

2. 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. Each of these forums will close after 2 weeks. Please see the details on iLearn.

On successful completion you will be able to:

- 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.
- Identify and describe major cultural characteristics including communication styles that characterise regions, nations, communities, organisations, group and individuals.
- Apply professional and reflective practice to individual and group learning and communication

## Case Study

Assessment Type <sup>1</sup>: Case study/analysis

Indicative Time on Task <sup>2</sup>: 12 hours

Due: **Week 2-12**

Weighting: **20%**

Weekly case analysis group work (10% individual performance and 10% group performance).  
The case analysis should be 1250 words (Max)

On successful completion you will be able to:

- 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.
- 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.
- Apply professional and reflective practice to individual and group learning and communication

# Consultancy Report

Assessment Type <sup>1</sup>: Report

Indicative Time on Task <sup>2</sup>: 20 hours

Due: **Week 11**

Weighting: **40%**

This assessment requires students to provide a briefing report as a consultant on a key global issue in international business management. The consultancy report has a max length of 4000 words.

On successful completion you will be able to:

- 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.
- Identify and describe major cultural characteristics including communication styles that characterise regions, nations, communities, organisations, group and individuals.
- Apply professional and reflective practice to individual and group learning and communication

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<sup>1</sup> 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.

<sup>2</sup> 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

|   |  |
|---|--|
| <p><b>Required text</b></p>                     | <p>'International Management: Managing Across Borders and Cultures – Text and Cases', Ninth Edition (International Edition) by Helen Deresky, Pearson Education.</p> <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> |
| <p><b>Unit web page</b></p>                     | <p>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></p>   |
| <p><b>Technology Used and Required</b></p>      | <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>   |
| <p><b>Delivery Format and Other Details</b></p> | <p>Number and length of classes: 1 x 1 hour debrief Zoom lecture every week on Mondays at 10am. Lectures will be recorded and can be found on Echo360 per week unless indicated otherwise in the unit schedule. 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></p>  |
| <p><b>Recommended readings</b></p>              | <p>Recommended readings are provided via the links on the <a href="#">iLearn</a> Unit page</p>   |
| <p><b>Inherent Requirements</b></p>             | <p>None</p>  |

## Unit Schedule

| Week | Lecture: Topic and Reading   |
|------|--|
| 1    | <p>Assessing the environment: Political, Economic, Legal, Technological</p> <p><i>Chapter 1</i></p>    |
| 2    | <p>Managing Interdependence: Social Responsibility, Ethics, Sustainability</p> <p><i>Chapter 2</i></p> |

|    |  |
|----|--|
| 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                      |
|    | <i>see iLearn</i>  |

## 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](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://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](http://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](http://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.