



# MGMT2030

## Cross Cultural Management

Session 2, Special circumstance 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

Unit Convenor

Suzanne Fawcus

[suzanne.fawcus@mq.edu.au](mailto:suzanne.fawcus@mq.edu.au)

Credit points

10

Prerequisites

50cp at 1000 level or above

Corequisites

Co-badged status

Unit description

This unit examines new and emerging developments and challenges that international managers 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 context of multinational corporations 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. Major topics include the significance of culture in international management, different approaches to ethics, communicating and negotiating across cultures, strategic planning for a global business, managing international teams, evaluating and rewarding employees worldwide, and motivating and leading across cultures.

## 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 apply cross-cultural theoretical frameworks and concepts used in the global business environment.

**ULO2:** Analyse and explain how cultural diversity impacts business management and operations in the global market.

**ULO3:** Critically analyse, and develop problem solving skills, in the context of experiential learning activities and case studies.

**ULO4:** Effectively communicate the influence of culture-based perspectives on multinational enterprises as an individual and as part of a group.

## General Assessment Information

Late Assessments must also be submitted through Turnitin. 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 incurs a 20% penalty). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. 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="#">Case study/analysis</a>	30%	No	Week 6
<a href="#">Media Report</a>	35%	No	Week 10
<a href="#">Final Online Examination</a>	35%	No	University Examination Period

### Case study/analysis

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

Indicative Time on Task <sup>2</sup>: 15 hours

Due: **Week 6**

Weighting: **30%**

The assessment requires students to work in team on a case study, which assesses critical thinking and analytical skills. Students are required to present their analysis and recommendations verbally (via a 10 minute online group presentation, worth 15%) and via a 1,400 -1,500 words individual report (worth 15%).

On successful completion you will be able to:

- Analyse and explain how cultural diversity impacts business management and operations in the global market.

- Critically analyse, and develop problem solving skills, in the context of experiential learning activities and case studies.
- Effectively communicate the influence of culture-based perspectives on multinational enterprises as an individual and as part of a group.

## Media Report

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

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

Due: **Week 10**

Weighting: **35%**

Students will source a media article from the past 12 months on a cross cultural management topic, online or from any other media source like newspapers, magazines, radio or TV. Students need to explain how the article illustrates one or more challenges that arise when managing multinational enterprises in the global market, discuss the identified challenge(s), and provide recommendations which may address such challenge(s) (2,000-2,200 words).

On successful completion you will be able to:

- Identify and apply cross-cultural theoretical frameworks and concepts used in the global business environment.
- Analyse and explain how cultural diversity impacts business management and operations in the global market.
- Effectively communicate the influence of culture-based perspectives on multinational enterprises as an individual and as part of a group.

## Final Online Examination

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

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

Due: **University Examination Period**

Weighting: **35%**

An online final examination, administered via iLearn, will be held during the University Examination Period.

On successful completion you will be able to:

- Identify and apply cross-cultural theoretical frameworks and concepts used in the global

business environment.

- Analyse and explain how cultural diversity impacts business management and operations in the global market.
- Critically analyse, and develop problem solving skills, in the context of experiential learning activities and case studies.

<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

<b>Required Text</b>	Richard Steers, Luciara Nardon & Carlos Sanchez-Runde, Australasian edition, 2016: Management Across Cultures. Published by Cambridge University Press. ISBN: 9781316604359  Readings will be available on iLearn
<b>Unit Web Page</b>	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>
<b>Technology Used and Required</b>	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> ).  iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students.
<b>Delivery Format and Other Details</b>	Recorded lecture stream will be available via ECHO recordings on your ilearn site  Weekly online tutorials will commence in Week 2, via Zoom  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>
<b>Recommended readings</b>	Recommended readings are provided via the links on the <a href="#">iLearn</a> Unit page
<b>Inherent Requirements</b>	None

## Unit Schedule

Week	Lecture Topic
1	The challenge of international management

2	International ethics and social responsibility
3	Understanding the role of culture
4	Communicating across Cultures
5	Cross Cultural conflicts and negotiations
6	Strategic Planning
7	Foreign Market entry strategies
Mid Semester Break	
8	International Human Resource Management
9	READING WEEK (Monday 5 <sup>th</sup> October – public holiday)
10	Managing International teams
11	Evaluating and rewarding employees globally
12	Motivating and leading across cultures
13	Unit Review & exam preparation

## 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](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.