



MGMT2030

Cross Cultural Management

Session 2, In person-scheduled-weekday, North Ryde 2022

Department of Management

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General Information

Unit convenor and teaching staff

Unit Convenor

Zhiming Cheng

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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 Assessment Submission Penalty (written assessments)

Unless a [Special Consideration](#) request has been submitted and approved, a 5% penalty (of the total possible mark) will be applied each day a written assessment is not submitted, up until the 7th day (including weekends). After the 7th day, a grade of '0' will be awarded even if the assessment is submitted. Submission time for all written assessments is set at 11.55pm. A 1-hour grace period is provided to students who experience a technical concern.

For any late submissions of time-sensitive tasks, such as scheduled tests/exams, performance assessments/presentations, and/or scheduled practical assessments/labs, students need to submit an application for [Special Consideration](#).

Assessment Tasks

Name	Weighting	Hurdle	Due
Media Report	30%	No	Weeks 4-13
Case study/analysis	40%	No	Week 9
Final Examination	30%	No	University's formal examination period

Media Report

Assessment Type ¹: Report

Indicative Time on Task ²: 15 hours

Due: **Weeks 4-13**

Weighting: **30%**

An individual report of up to 2,200 words worth 30%.

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.

Case study/analysis

Assessment Type ¹: Case study/analysis

Indicative Time on Task ²: 15 hours

Due: **Week 9**

Weighting: **40%**

This assessment consists of two components worth 40% in total. The first component is a group presentation up to 40 minutes worth 20%. The second is an individual case analysis report of up to 1,500 words worth 20%.

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.

Final Examination

Assessment Type ¹: Examination

Indicative Time on Task ²: 20 hours

Due: **University's formal examination period**

Weighting: **30%**

A two-hour final examination and worth 30% 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.

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	Richard Steers, Luciana Nardon & Carlos Sanchez-Runde, Australasian edition, 2016: Management Across Cultures. Published by Cambridge University Press. ISBN: 9781316604359
Unit Web Page	The web page for this unit can be found at: https://ilearn.mq.edu.au/login/
Technology Used and Required	Students are required to have access to a personal computer and familiarise themselves with iLearn (https://ilearn.mq.edu.au/login/). iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students.
Delivery Format and Other Details	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 Leganto on the iLearn Unit page
Inherent Requirements	None

Unit Schedule

Please see iLearn.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](https://policies.mq.edu.au) (<https://policies.mq.edu.au>). 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](#)
- [Assessment Procedure](#)
- [Complaints Resolution Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#)

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

To find other policies relating to Teaching and Learning, visit [Policy Central](https://policies.mq.edu.au) (<https://policies.mq.edu.au>) and use the [search tool](#).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/admin/other-resources/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

Academic Integrity

At Macquarie, we believe [academic integrity](#) – honesty, respect, trust, responsibility, fairness and courage – is at the core of learning, teaching and research. We recognise that meeting the expectations required to complete your assessments can be challenging. So, we offer you a range of resources and services to help you reach your potential, including free [online writing and maths support](#), [academic skills development](#) and [wellbeing consultations](#).

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

The Writing Centre

[The Writing Centre](#) provides resources to develop your English language proficiency, academic writing, and communication skills.

- [Workshops](#)
- [Chat with a WriteWISE peer writing leader](#)
- [Access StudyWISE](#)
- [Upload an assignment to Studiosity](#)
- [Complete the 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

Macquarie University offers a range of [Student Support Services](#) including:

- [IT Support](#)
- [Accessibility and disability support](#) with study
- Mental health [support](#)
- [Safety support](#) to respond to bullying, harassment, sexual harassment and sexual assault
- [Social support including information about finances, tenancy and legal issues](#)

Student Enquiries

Got a question? Ask us via [AskMQ](#), or contact [Service Connect](#).

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.