



MGMT7054

Managing Cultural Diversity

Session 2, Online-scheduled-weekday 2022

Department of Management

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General Information

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| Unit convenor and teaching staff Unit Convenor Meena Chavan meena.chavan@mq.edu.au |
| Credit points 10 |
| Prerequisites Admission to MRes |
| 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 via group interactions in

the global market.

ULO2: Research and appraise the multicultural 'big picture' in which global trade and government forces operate and justify 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: Use research skills to advance knowledge and apply professional and reflective practice to individual and group learning and communication.

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 |
|---------------------------------------------------------------------------------------------------|-----------|--------|---------|
| <u>Online Forums: Case Study Forum and Reflective Experiential Exercise Forum</u> | 30% | No | Weekly |
| <u>Case Study Analysis</u> | 30% | No | Weekly |
| <u>Research Report</u> | 40% | No | Week 13 |

Online Forums: Case Study Forum and Reflective Experiential Exercise Forum

Assessment Type ¹: Participatory task

Indicative Time on Task ²: 20 hours

Due: **Weekly**

Weighting: **30%**

This assessment is a participatory task worth 30% in total. Participation will be in online forums throughout the unit on various case studies, experiential exercises, and reflective tasks.

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 via group interactions in the global market.
- Identify and describe major cultural characteristics including communication styles that characterise regions, nations, communities, organisations, group and individuals.
- Use research skills to advance knowledge and apply professional and reflective practice to individual and group learning and communication.

Case Study Analysis

Assessment Type ¹: Case study/analysis

Indicative Time on Task ²: 12 hours

Due: **Weekly**

Weighting: **30%**

This assessment is worth 30% in total. It is a 1250 word group case analysis.

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 via group interactions in the global market.
- Research and appraise the multicultural 'big picture' in which global trade and government forces operate and justify the major culture-based challenges (political, social, legal, economic and technological) faced by international managers.

Research Report

Assessment Type ¹: Report

Indicative Time on Task ²: 20 hours

Due: **Week 13**

Weighting: **40%**

This assessment is a research report worth 40% in total with a max length of 4000 words.

On successful completion you will be able to:

- Research and appraise the multicultural 'big picture' in which global trade and government forces operate and justify 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.
- Use research skills to advance knowledge and apply professional and reflective practice to individual and group learning and communication.

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

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|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Required text | <p><i>Intercultural Management in Practice: Learning to Lead Diverse Global Organisations</i>, Emerald Publications https://book.s.emeraldinsight.com/page/detail/Intercultural-Management-in-Practice/?k=9781839828270 ISBN: 9781839828270 Published: 16 Aug 2021</p> <p>A copy of the required text is also available in the Macquarie Library and obtainable from Booktopia.</p> |
| Unit web page | The web page for this unit can be found at: https://ilearn.mq.edu.au/login/ |
| 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/login/).</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 | 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.