



MGMT7054

Managing Cultural Diversity

Session 1, In person/Online-scheduled-weekday, North Ryde 2022

Department of Management

Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	2
<u>General Assessment Information</u>	3
<u>Assessment Tasks</u>	4
<u>Delivery and Resources</u>	6
<u>Unit Schedule</u>	6
<u>Policies and Procedures</u>	6

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General Information

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

The unit is co-badged with MGMT8054

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 submissions of assessments

Unless a Special Consideration request has been submitted and approved, no extensions will be granted. There will be a deduction of 10% of the total available assessment-task marks made from the total awarded mark for each 24-hour period or part thereof that the submission is late. Late submissions will only be accepted up to 96 hours after the due date and time.

No late submissions will be accepted for timed assessments – e.g., quizzes, online tests.

Table 1: Penalty calculation based on submission time

Submission time after the due date (including weekends)	Penalty (% of available assessment task mark)	Example: for a non-timed assessment task marked out of 30
< 24 hours	10%	10% x 30 marks = 3-mark deduction
24-48 hours	20%	20% x 30 marks = 6-mark deduction
48-72 hours	30%	30% x 30 marks = 9-mark deduction
72-96 hours	40%	40% x 30 marks = 12-mark deduction
> 96 hours	100%	Assignment won't be accepted

Special Consideration

To request an extension on the due date/time for a timed or non-timed assessment task, you must submit a Special Consideration application. An application for Special Consideration does not guarantee approval.

The approved extension date for a student becomes the new due date for that student. The late submission penalties above then apply as of the new due date.

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Case Study Analysis</u>	30%	No	Weekly
<u>Research Report</u>	40%	No	Week 12
<u>Online Forums: Case Study Forum and Reflective Experiential Exercise Forum</u>	30%	No	Weekly

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 12**

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.

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.

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	<p><i>Intercultural Management in Practice: Learning to Lead Diverse Global Organisations</i>, Emerald Publications https://books.emeraldinsight.com/page/detail/Intercultural-Management-in-Practice/?k=9781839828270 ISBN: 9781839828270 Published: 16 Aug 2021</p> <p>Publisher: Emerald Publishing Limited</p> <p>This book of readings on Diversity and Cross Cultural Management for MBA and Masters programs contains all the required lecture readings</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/su) (<https://students.mq.edu.au/su>)

[pport/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>) 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.