MGMT7054

Managing Cultural Diversity

Session 2, In person-scheduled-weekday, North Ryde 2024

Department of Management

Contents

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General Information

Unit convenor and teaching staff
Meena Chavan
meena.chavan@mq.edu.au

Credit points
10

Prerequisites
Admission to MRes

Corequisites

Co-badged status
MGMT 8054

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
Online Forums: Case Study Forum and Reflective Experiential Exercise Forum	30%	No	Weekly
Case Study Analysis	30%	No	Weekly
Research Report	40%	No	Week 12

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 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.

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[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

Please check the ilearn for details.

Unit Schedule

Unit Schedule 2024, Session II

Week	Lecture: Topic and Reading
1	**Evaluating the Global Business Environment** **CLASS CASE DISCUSSION**: THE EUROPEAN UNION VERSUS INDONESIA: AN UNCOMFORTABLE TRADE WAR PAGE 56
2	**Corporate Social Responsibility, Ethics, Sustainability** **CLASS CASE DISCUSSION**: ENRICH NOT EXPLOIT: CAN NEW CSR STRATEGY HELP BODY SHOP REGAIN GLORY? PAGE 92

3	**How Cultural Factors Affect Management** **CASE STUDY 1**: NESTLE – ELIMINATING MODERN SLAVERY FROM SUPPLY CHAINS PAGE 91
4	**Practicalities and Culture in International Business: Cross-Cultural Communication** **CASE STUDY 2**: CROSS-CULTURAL CHALLENGES FOR A SINGAPOREAN EXPATRIATE IN ZURICH PAGE 198
5	**GUEST LECTURE: Decision-making and Negotiating Across Cultures** **CASE STUDY 3**: ITALY'S D&G IN CHINA: FASHION SHOW CANCELLED IN SHANGHAI FOLLOWING SCANDAL PAGE 164
6	**Organizing for Global Operations: Emerging Markets** **CASE STUDY 4**: ANUJ PATHAK RETURNS TO INDIA PAGE 199
7	**Managing Diversity in Markets, Transportation, and Distribution Channels** **CASE STUDY 5**: COMING TO AMERICA: A SUCCESSFUL JAPANESE ACQUISITION IN GLOBAL BUSINESS PAGE 303
8	**Comprehending Cross-Cultural Trade Barriers, Trading Blocs, and International Organizations** **CASE STUDY 6**: THE NETHERLAND SURPRISES EU RIVALS IN THE RACE FOR BREXIT SPOILS PAGE 241
9	**EXPERIENTIAL ACTIVITY** **CASE STUDY 7**: ECONOMIC DIPLOMACY: NORMALIZING RELATIONS BETWEEN THE UAE AND ISRAEL PAGE 196
10	**Cross Cultural Teams & Diversity in International Business Risks and Payments** **CASE STUDY 8**: HOW TO BRINGCROSS CULTURAL TOGETHER PAGE 391
11	**Cross-Cultural Leadership** **CASE STUDY 9**: IKEA'S CHALLENGES IN RUSSIA PAGE INTEGRATIVE CASES PC 5-1 END OF THE TEXTBOOK
12	**Cross border Legalities in International Business** **CASE STUDY 10**: SINGAPORE RELOCATION SECURED WITH AN ICE CREAM AND A LOW TAX RATE PAGE 363
13	**Review Lecture** **CASE STUDY 11:** ALLIANCES ARE MORE CRUCIAL FOR AUTOMAKERS' SURVIVAL BUT CAN THEY WORK TOGETHER? PAGE 299

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (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). 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 Advocacy provides independent advice on MQ policies, procedures, and processes

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.

Unit information based on version 2024.01R of the Handbook