



MGMT8054

Managing Cultural Diversity

Session 2, In person-scheduled-weekday, North Ryde 2026

Department of Management

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General Information

Unit convenor and teaching staff

Unit Convenor

Salut Muhidin

salut.muhidin@mq.edu.au

Contact via Email

MQBS Building

Monday: 2pm - 3pm

Credit points

10

Prerequisites

(MGMT6051 or ECON6049 or MKTG6096) and 10cp at 8000 level)) or MGMT8009 or (Admission to MLabAQMgt or GradCertResMQBS or GradDipResMQBS)

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 through group interactions in the global market.

ULO2: Appraise the multicultural 'big picture' in which global trade and government forces operate and interpret 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: Apply professional and reflective practice to individual and group learning and communication

General Assessment Information

Late Assessment Submission Penalty (written assessments):

If you submit your assessment late, 5% of the total possible marks will be deducted for each day (including weekends), up to 7 days. Submissions more than 7 days late will receive a mark of 0.

- Example 1 (out of 100): If you score 85/100 but submit 20 hours late, you will lose 5 marks and receive 80/100.
- Example 2 (out of 30): If you score 27/30 but submit 20 hours late, you will lose 1.5 marks and receive 25.5/30.

Extensions

- **Automatic short extension:** *Some assessments are eligible for automatic short extension. You can only apply for an automatic short extension before the due date.*
- **Special Consideration:** *If you need more time due to serious issues and for any assessments that are not eligible for Short Extension, you must apply for Special Consideration. Need help? Review the [Special Consideration page](#) for further details.*

Assessment Tasks

Name	Weighting	Hurdle	Due	Groupwork/Individual	Short Extension	AI Approach
Skills development: Reflection on individual engagement	30%	No	11/09/2026	Individual	Yes	Open AI
Skills development: Persuasive communication	30%	No	Week 3/4 - Week 11/12	Individual and Group	No	Observed
Professional practice: Assessing global opportunities	40%	No	30/10/2026	Individual	Yes	Open AI

Skills development: Reflection on individual engagement

Assessment Type ¹: Reflection task

Indicative Time on Task ²: 12 hours

Due: **11/09/2026**

Weighting: **30%**

Groupwork/Individual: Individual

Short extension ³: Yes

AI Approach: Open AI

The purpose of this assessment is for you to critically reflect on your engagement and contributions during seminars, and to develop a structured plan for your future learning and professional development.

You will identify and analyse your contributions, evaluate your impact on group discussions and activities, and articulate your plans for continued growth, supported by evidence and artefacts from your learning journey.

Skills in focus:

- Work readiness
- Communication skills
- Discipline knowledge

Deliverable(s): Written report [max 1000 words], excluding supporting materials and appendices.

Individual assessment

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 through group interactions in the global market.
- Identify and describe major cultural characteristics including communication styles that characterise regions, nations, communities, organisations, group and individuals.
- Apply professional and reflective practice to individual and group learning and communication

Skills development: Persuasive communication

Assessment Type ¹: Presentation task

Indicative Time on Task ²: 20 hours

Due: **Week 3/4 - Week 11/12**

Weighting: **30%**

Groupwork/Individual: Individual and Group

Short extension ³: No

AI Approach: Observed

The purpose of this assessment is to develop your ability to apply theories and concepts to real and hypothetical management scenarios, enhancing your communication and collaboration skills, and increasing your disciplinary knowledge.

You will work in teams to analyse a case study, applying relevant models and empirical evidence to demonstrate your understanding and propose recommendations in a clear and engaging presentation.

Skills in focus:

- Communication skills
- Collaboration skills
- Discipline knowledge

Deliverable(s): Presentation (max 30 min per group) with accompanying slides and speakers' notes.

Individual and group assessment

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 through group interactions

in the global market.

- Appraise the multicultural 'big picture' in which global trade and government forces operate and interpret the major culture-based challenges (political, social, legal, economic and technological) faced by international managers.
- Apply professional and reflective practice to individual and group learning and communication

Professional practice: Assessing global opportunities

Assessment Type ¹: Professional task

Indicative Time on Task ²: 20 hours

Due: **30/10/2026**

Weighting: **40%**

Groupwork/Individual: Individual

Short extension ³: Yes

AI Approach: Open AI

The purpose of this assessment is to develop your ability to assess international business opportunities and navigate cultural diversity in global markets.

You will investigate a company's internationalization journey and prepare a feasibility report recommending expansion into a new country, drawing on scholarly literature and secondary evidence.

Skills in focus:

- Critical thinking and problem solving
- Work readiness
- Discipline knowledge

Deliverable(s): Written report [max 2500 words]

Individual assessment

On successful completion you will be able to:

- Appraise the multicultural 'big picture' in which global trade and government forces operate and interpret 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.
- 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
- [Academic Success](#) 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.

³ An automatic short extension is available for some assessments. Apply through the [Service Connect Portal](#).

Delivery and Resources

Please refer to this unit's iLearn page

Unit Schedule

Please refer to this unit's iLearn page

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](https://policies.smq.edu.au) (<https://policies.smq.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.smq.edu.au/support/study/policies) (<https://students.smq.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.smq.edu.au) (<https://policies.smq.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 connect.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/>

Academic Success

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

- [Ask a Study Coach](#)
- [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 the [Service Connect Portal](#), or contact [Service Connect](#).

IT Help

For help with University computer systems and technology, visit <https://students.mq.edu.au/support/technology/service-desk>.

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 2026.04 of the [Handbook](#)