



MGMT2030

Cross Cultural Management

Session 2, Online-scheduled-weekday 2026

Department of Management

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General Information

Unit convenor and teaching staff Fei Guo fei.guo@mq.edu.au
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 Submission Penalties

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
Professional practice: Organisational case analysis	30%	No	Weeks 4-13	Group	No	Observed
Skills development: Cross-cultural management media analysis	40%	No	09/10/2026	Individual	Yes	Open
Skills development: Applied cross-cultural analysis	30%	No	06/11/2026	Individual	Yes	Open

Professional practice: Organisational case analysis

Assessment Type ¹: Presentation task

Indicative Time on Task ²: 15 hours

Due: **Weeks 4-13**

Weighting: **30%**

Groupwork/Individual: Group

Short extension ³: No

AI Approach: Observed

The purpose of this assessment is to develop your ability to analyse organisational challenges, think critically, and communicate findings effectively in both collaborative and individual contexts.

You will work in a group to research and present an allocated case study, identifying key issues, analysing their organisational impact, and proposing evidence-based recommendations.

Skills in focus:

- Collaboration and communication
- Discipline knowledge
- Work readiness.

Deliverable(s): Presentation (20-30 min per group).

Group assessment

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.

Skills development: Cross-cultural management media analysis

Assessment Type ¹: Problem-based task

Indicative Time on Task ²: 25 hours

Due: **09/10/2026**

Weighting: **40%**

Groupwork/Individual: Individual

Short extension ³: Yes

AI Approach: Open

The purpose of this assessment is to develop your ability to apply cross-cultural management theories to real-world global events and analyse their implications for organisations and leadership practice.

You will select one media article that addresses a cross-cultural management issue. You will critically analyse how the article illustrates key theories and principles, identify challenges, and

propose evidence-based recommendations supported by academic literature.

Skills in focus:

- Critical thinking and problem solving
- Communication skills
- Discipline knowledge
- Global, ethical and environmental citizenship

Deliverable(s): Written report [max 2000 words]

Individual assessment.

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.

Skills development: Applied cross-cultural analysis

Assessment Type ¹: Problem-based task

Indicative Time on Task ²: 15 hours

Due: **06/11/2026**

Weighting: **30%**

Groupwork/Individual: Individual

Short extension ³: Yes

AI Approach: Open

The purpose of this assessment is to demonstrate your ability to critically apply cross-cultural management theories and concepts to global business contexts and communicate your analysis through structured academic writing.

You will respond to a set of essay questions that require the application of cross-cultural management frameworks to real-world organisational challenges. Your analysis will integrate theory, critique, and evidence-based reasoning to explain and evaluate cultural dynamics in international management.

Skills in focus:

- Critical thinking and problem solving
- Discipline Knowledge
- Communication skills

Deliverable(s): Written submission [max 1650 words]

Individual assessment

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
- [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 see iLearn for further information.

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 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](#)