



BBA 340

Cross Cultural Management

S2 Evening 2018

Archive (Pre-2019) - Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Unit Convenor, Lecturer

Monica Ren

monica.ren@mq.edu.au

Contact via email

4ER 522

Monday 5-6 pm

Credit points

3

Prerequisites

39cp or (6cp in BBA or BUS units at 200 level)

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 Australian context, as well as in the context of Australian firms 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. The unit equips students with knowledge of mandatory policy requirements when managing a diverse workplace in order to avoid expensive lawsuits and punitive damages.

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:

Analyse and explain how cultural diversity impacts business management and operations in the global market.

Work in groups to develop report and presentation that address how culture based

perspectives influence multi-national enterprises.

Develop knowledge and understanding of how culture, ethics and social responsibility impact multinational corporations.

Describe major cultural differences on strategies in international alliances and international negotiation.

Critically analyse, and develop problem solving skills, in the context of experiential learning activities and case studies.

Assessment Tasks

Name	Weighting	Hurdle	Due
AT1: Case Study	30%	No	Week 3 to Week 12
AT2: Media Report	30%	No	Week 7 Friday @5pm
AT3: Final Exam	40%	No	University Exam Period

AT1: Case Study

Due: **Week 3 to Week 12**

Weighting: **30%**

Description: One case study analysis report and presentation (IN TUTORIAL CLASSES)

a) GROUP CASE ANALYSIS REPORT 15% group mark b) GROUP PRESENTATION 15% individual mark

a) Group Case Analysis Report - 1,500 words +/- 10% (please refer to the detailed requirements below)

b) Group Tutorial Presentation - 40 minutes (including 25-30 minutes presentation and 10-15 minutes questions/discussions)

Ten student groups will be formed in the first tutorial. Each tutorial will have 30 students (maximum) and each group will consist of 2 or 3 students. Each of these groups will be allocated a weekly case to discuss, analyse and present in class.

The case allocation will be done in a draw in the first tutorial. Every student will read the case and come ready for questioning the presenting group and partaking in discussions led and monitored by the tutor. Students will be noted for their participation in class. You will not be able to ride on the backs of other team members. Before presenting the case, the presenting group will hand in their group case analysis report (hard copy) to the tutor; to be counted, the presenting group will also need to upload their case analysis report via iLearn before their presentation.

The case analysis report should include the following:

A. Introduction.

B. Body. This should include the following sections: identification of major stakeholders and their problems, objective and concern, positive and negative views, analysis of alternative solutions, and recommended solutions.

C. Conclusion. Briefly summarise the essential complexities posted in the case and the significance of the recommended solutions and managerial implications. Marks will be allocated to each of these.

D. Referencing. You need to use at least 3 academic references to support your analysis and referencing should be in Harvard style.

Formatting requirements:

- 1) The case study analysis report should be 1,500 words +/- 10% (The word count includes introduction, body and conclusion, but not references).
- 2) Page margins should be 2.54 cm (default margin settings) on all four edges.
- 3) Times New Roman font type and font size of 12 points should be used.
- 4) Double spacing is recommended.

Marking rubrics will be provided on iLearn and more information will be discussed during class. The case analysis report will be marked and returned one week after submission.

Important Note on Late Submission: No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for Special Consideration is made and approved. No submission will be accepted after solutions have been posted.

On successful completion you will be able to:

- Analyse and explain how cultural diversity impacts business management and operations in the global market.
- Work in groups to develop report and presentation that address how culture based perspectives influence multi-national enterprises.
- Develop knowledge and understanding of how culture, ethics and social responsibility impact multinational corporations.
- Describe major cultural differences on strategies in international alliances and international negotiation.
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AT2: Media Report

Due: **Week 7 Friday @5pm**

Weighting: **30%**

Media Report Due Date: Week 7 Friday (14 September 2018) @ 5pm

Individual written analysis of a media article

The required length of the report is 1,500 words +/- 10% excluding the cover page and reference list (you must use at least 7 academic references to support your argument/analysis). Students will source a media article from the past ONE years on a cross cultural management topic, online or from any other media source like newspapers, magazines, radio or TV, and explain, discuss and critique how the article illustrates one or more theoretical principles of cross cultural management studies. News items are expected to be not more than 1,000 words, and must be included with the online assignment submission. Examples of media analysis reports are available on iLearn. While scanning for relevant articles online please use the chapter topics from your text book to identify appropriate articles.

All assignments submitted for assessment must adhere to the following standards:

1. Cover Page For each of the assignment, you must use a cover (or title) page that provides the following information:

- a) Your full name and student ID number;
- b) Contact details: email address;
- c) Your tutor's full name;
- d) Your tutorial day and time;
- e) Unit code and name;
- f) Assignment number and assignment title;
- g) An exact word count of the number of words in the body of your assignment. (Use Word's Tools menu and click on Word Count.)

2. Presentation of Assignments: Assignments should meet normal academic and professional standards of presentation, including:

- a) All pages, excluding the cover page, should be numbered;
- b) Page margins should be 2.54 cm (default margin settings) on all four edges and double spaced;
- c) Times New Roman font type and font size of 12 points should be used;
- d) Assignments should be free of typographical and grammatical errors;

e) Harvard referencing system should be used.

3. Submission Procedure:

Students are required to submit their electronic copy of assessment to Turnitin via the Internet as part of the submission process for assignment. Your assignment will then be automatically compared to work of your classmates, previous students from Macquarie and other universities, with material available on the Internet, both freely available and subscription-based electronic journals.

IMPORTANT NOTE: Before submission, name your electronic file in a Word document with the correct file name, that is, your TUTOR'S SURNAME first then YOUR SURNAME, then your student ID WITH ONLY AN UNDERSCORE FOR SPACING, e.g., WHITE_JONES_20141234. To avoid any potential plagiarism issues you or your group can submit the assignment more than once up to the due date.

4. Important Note on Late Submission: No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for Special Consideration is made and approved. No submission will be accepted after solutions have been posted.

5. Turnaround Time: Assignment will be marked and returned in Week 9. Marking rubrics can be seen on iLearn.

On successful completion you will be able to:

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- Describe major cultural differences on strategies in international alliances and international negotiation.
- Critically analyse, and develop problem solving skills, in the context of experiential learning activities and case studies.

AT3: Final Exam

Due: **University Exam Period**

Weighting: **40%**

Final Exam:

Length: 2.5h plus 10 minutes reading time

Final examination format:

Part A Case study (15 marks total). A new case study which has not been attempted in class will be examined in the final exam. This case study must be analysed and the case study questions answered in an identical way to the ones that you analyse in the tutorials every week.

Part B Five out of 7 short essay questions (5 marks each and 25 marks in total).

A final examination is included as an assessment task for this unit to provide assurance that:

a)The product belongs to the student, and b)The student has attained the knowledge and skills taught in the unit.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in draft form approximately eight weeks before the commencement of the examinations and in final form approximately four weeks before the commencement of the examinations http://students.mq.edu.au/student_admin/exams/

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the Special Consideration if available.

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at: <http://www.mq.edu.au/policy/docs/examination/policy.html>

On successful completion you will be able to:

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Delivery and Resources

Students need to complete and submit all assignments before the deadline and sit the final exam

to complete the unit satisfactorily.

To complete this unit, an aggregate mark of 50 or greater is required.

CLASSES

Number and length of classes: 3 hours face-to-face teaching per week, consisting of 1 x 2 hour lecture and 1 x 1 hour tutorial.

The timetable for classes can be found on the University web site at:

<http://www.timetables.mq.edu.au/>

Tutorial changes can ONLY be made through e-student. Students wishing to change tutorial times should log onto e-student and enrol in a class where there is a vacancy. All questions of an administrative nature in respect of tutorial allocation should be addressed to the Teaching Administrator, in Bldg E4A (ER4) level 6.

Absences in tutorials Attendance will be taken in the tutorials. Attendance will be taken in the tutorials. Medical certificates must be provided if you are not able to attend a class without incurring a penalty. Please read the full policy located at: http://mq.edu.au/policy/docs/disruption_studies/policy.html

Students are expected to arrive on time, and not to leave until the class ends. Late arrivals and early leaves interrupt the class and your own learning process. 1. If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer/tutor and provide the necessary documentation/explanation about the nature of the issue. In case, you do not approach the lecturer/tutor, the consistent tardiness/early leaves will count as absence.

2. Arrivals to classes 15 minutes after the class commencement or leaves 15 minutes before the class completion will be regarded as absence. Students must be quiet during classes, unless of course when class participation is required. Mobile phone must be turned OFF and not simply set to 'silent'. Students who disturb or disrupt in lectures and tutorials will be asked to leave.

Prizes

Prizes for this unit (if applicable). http://www.businessandconomics.mq.edu.au/undergraduate_degrees/prizes_scholarships

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

Prescribed Text

Paul Sweeney & Dean Mcfarlin, 5th edition, 2015: International Management - Strategic Opportunities and Cultural Challenges. Published by Routledge. ISBN 9780415825283. Obtainable from Macquarie University Coop Bookshop (macq_byr@coop-bookshop.com.au)

Students should have their own copy of this text. It is a standard work of reference on cross cultural management. There are some copies on the library shelves and in library reserve.

Lectures support and add to the textbook but cannot replace it.

Recommended Texts

Fred Luthans & Jonathan Doh, 8th edition, 2014: International Management - Culture, Strategy, and Behavior. Published by McGraw-Hill. Jean-Francois Chanlat, Eduardo

Davel & Jean-Pierre Dupuis, 2013: Cross-Cultural Management - Culture and Management across the World. Published by Routledge.

Elizabeth Christopher & Helen Deresky, 2nd edition, 2012: International Management Managing Cultural Diversity. Published by Pearson Education Australia.

Dean Mcfarlin & Paul Sweeney, 4th edition, 2011: International Management - Strategic Opportunities and Cultural Challenges. Published by Routledge.

Marie-Joelle Browaey & Roger Price, 2nd edition, 2011: Understanding Cross-Cultural Management. Published by Pearson.

Taran Patel, 2008: Cross-cultural Management – A Transactional Approach. Published by Routledge.

Classroom sessions are backed up online with lecture notes, case studies, articles and discussion points on the major topics above that make up the unit content.

Supplementary research resources

Official website of Geert Hofstede <http://www.geert-hofstede.com/>

Global edge Global business resources <http://globaledge.msu.edu/>

Country profile <http://www.kwintessential.co.uk/resources/country-profiles.html>

Virtual Library on International Development <http://www2.etown.edu/vl/intldev.html>

The World Index of Chambers of Commerce & Industry <http://www.worldchambers.com/>

The United Nations <http://www.un.org/>

TECHNOLOGY USED AND REQUIRED

Students are required to use information technology in this unit.

Students will need to use: • Library databases to source materials for the research reports, which are accessed electronically for conducting research for assignments;

• Electronic (internet) access to iLearn to download unit learning resources and upload assignments or other materials required for class activities and assignments; • Microsoft word and Power point (where applicable) for the research reports and presentations).

Unit Web Page Course material is available on the learning management system (ilearn).

The web page for this unit can be found at: <https://ilearn.mq.edu.au/login/MQ/>

LEARNING AND TEACHING ACTIVITIES

This unit will be taught via the participant-centred and experiential learning method of teaching. “Experiential learning takes place when a person is involved in an activity, then looks back and evaluates it, determines what was useful or important to remember and uses this information to perform another activity” (John Dewey, 1938). Face-to-face lectures would comprise of seminars of two hours' duration. Students will partake in lectures, cases, video cases, and discussions/ activities (experiential exercises) in class. Students are advised to attend all lectures and tutorials and participate in case discussions, missing classes and not participating in case discussions will affect grades.

Case studies will be extensively used. Case analyses are intended to be analytical critiques on some central issues of the case being discussed. As this is a discussion-oriented class, students will read all of the case studies indicated on the course schedule and come prepared to discuss and defend themselves in the tutorials. Every student is expected to participate. In your case analyses, please refrain from writing a summary of the case or repackaging the information already provided in the case. Based on the information provided in the case, be analytically judgmental, propose alternative managerial views and action plans, and discuss the relevance and appropriateness of the frameworks proposed in the readings and lectures to the case. In short, write what you think of the situation in the case and not merely repeat what the author says. The course teaches several models for cultural analysis of case studies. Some examples are: Hofstede, Trompenaars, and Edward Hall. These models are to be used for case analysis, group case study assignments and media article analysis.

This unit is presented through the following learning media:

- Twelve weekly classroom lectures combined with small group tutorial discussions, case studies, in lecture activities and videos.
- Attendance will be taken in the tutorials. Lectures are supported online on iLearn: <http://ilearn.mq.edu.au>
- Lecture notes, assignment details, assessment methods, case studies, reading and reference materials and a sample exam paper are posted on iLearn.
- Tutorial activity: Every week one student group will discuss, analyse and present a relevant case study in the tutorial. Each group only presents once. The weightage of this presentation is 15%. Every presenting group will hand in a case analysis report to the tutor. The weightage of this submission is 15%. At the end of the presentation, tutors will lead a discussion of the case.
- All students will upload a research report that critiques and analyses a media article on cross cultural management issues in week 7, which carries a weightage of 30%.
- The total assignment weightage is 60% and the final exam will be 40%.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). 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](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway \(https://students.mq.edu.au/support/study/student-policy-gateway\)](https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/study/getting-started/student-conduct>

Results

Results shown in *iLearn*, 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.

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)

- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

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.

Graduate Capabilities

Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

Learning outcomes

- Analyse and explain how cultural diversity impacts business management and operations in the global market.
- Work in groups to develop report and presentation that address how culture based perspectives influence multi-national enterprises.
- Develop knowledge and understanding of how culture, ethics and social responsibility impact multinational corporations.
- Describe major cultural differences on strategies in international alliances and international negotiation.
- Critically analyse, and develop problem solving skills, in the context of experiential learning activities and case studies.

Assessment tasks

- AT1: Case Study
- AT2: Media Report
- AT3: Final Exam

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

Learning outcomes

- Analyse and explain how cultural diversity impacts business management and operations in the global market.
- Work in groups to develop report and presentation that address how culture based perspectives influence multi-national enterprises.
- Develop knowledge and understanding of how culture, ethics and social responsibility impact multinational corporations.
- Describe major cultural differences on strategies in international alliances and international negotiation.
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Assessment tasks

- AT1: Case Study
- AT2: Media Report
- AT3: Final Exam

Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

Learning outcomes

- Analyse and explain how cultural diversity impacts business management and operations in the global market.
- Work in groups to develop report and presentation that address how culture based perspectives influence multi-national enterprises.
- Develop knowledge and understanding of how culture, ethics and social responsibility impact multinational corporations.
- Describe major cultural differences on strategies in international alliances and international negotiation.
- Critically analyse, and develop problem solving skills, in the context of experiential learning activities and case studies.

Assessment tasks

- AT1: Case Study
- AT2: Media Report
- AT3: Final Exam

Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

Learning outcomes

- Work in groups to develop report and presentation that address how culture based perspectives influence multi-national enterprises.
- Describe major cultural differences on strategies in international alliances and international negotiation.

Assessment task

- AT1: Case Study