



BUS 854

Managing Cultural Diversity

S1 Evening 2019

Department of Management

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General Information

Unit convenor and teaching staff

Lecturer

Brett White

brett.white@mq.edu.au

Contact via Email

Please view via iLearn - <https://ilearn.mq.edu.au/login/MQ/>

Credit points

4

Prerequisites

((BUS651 or MKTG696) and 4cp at 800 level) or BUS827 or MGNT809

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 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:

Interpret and analyse the diversity of cultures and its implication as they relate to

business management and demonstrate a consciousness of the intricacy of operating in the global market

Appraise the multicultural 'big picture' in which global trade and government forces operate, and analyze the major culture-based challenges (political, social, legal, economic and technological) faced by international managers through teamwork.

Identify major cultural characteristics, including communication styles that characterise regions, nations, communities, organisations, groups and individuals

Investigate major cultural differences in views on strategy for international alliances, including controls, labour relations and management a range of culture-based tactics for international negotiation

Classify, characterize and critique arguments for adopting particular leadership styles globally in given situations, and for varying motivational techniques depending on circumstances

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Online Participation</u>	40%	No	Weeks 2-12
<u>Case Study</u>	20%	No	Weeks 2-12
<u>Research Report</u>	40%	No	Week 9

Online Participation

Due: **Weeks 2-12**

Weighting: **40%**

Online Participation Assessment Summary Task Description CASE STUDY

FORUM: Students must read every case study and make a post expressing your opinion, connecting current discussions by other students, relating to concepts learned in the video lectures, readings, your work experience or material from the case study. For each case study, the forum will only be open for 2 weeks, which means that the forum for the first case study will close end of week 3. **EXPERIENTIAL EXERCISE FORUM:** These are comprised of application tasks and reflective activities. Reflective tasks are exercises designed to encourage reflection on Unit topics and associated readings. Each lecture will have one experiential exercise, and one video reflective task. Students must read these and post their perspectives in these forums. Each of these forums will close after 3 weeks. **Type of Collaboration** Individual **Submission** [Please Submit Via Forums on iLearn](#) **Format** [Please refer to the iLearn Unit page](#) **Length** There is no word limit for the post. **Inherent Task Requirements** None **Late Submission** Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a deduction of 10% made from the total available marks for each 24 hour period or part thereof

that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Interpret and analyse the diversity of cultures and its implication as they relate to business management and demonstrate a consciousness of the intricacy of operating in the global market
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Case Study

Due: **Weeks 2-12**

Weighting: **20%**

Case Study Assessment Summary Task Description Weekly case analysis group work (10% individual performance and 10% group performance). Every week nominated students will submit the case analysis. Every case will have questions at the end which will serve as a direction to analyse the case. You do not have to answer these questions. Each group should lead the class in a discussion of the case and its analysis. Please note, this is NOT a formal presentation format. **Type of Collaboration** Group **Submission** [Please Submit Via Turnitin Link on iLearn](#) **Format** [Please refer to the iLearn Unit page](#) **Length** 1250 words **Inherent Task Requirements** None **Late Submission**

Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a deduction of 10% made from the total available marks for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.

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On successful completion you will be able to:

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- Appraise the multicultural 'big picture' in which global trade and government forces operate, and analyze the major culture-based challenges (political, social, legal, economic and technological) faced by international managers through teamwork.
- Classify, characterize and critique arguments for adopting particular leadership styles globally in given situations, and for varying motivational techniques depending on circumstances

Research Report

Due: **Week 9**

Weighting: **40%**

Research Report Assessment Summary Task Description The individual assignment is a very significant part of this unit. A research-based report in the broad discipline of International Management and requires the student to become more knowledgeable about using varied research sources and understand research methodology. The assignment will develop critical thinking and analytical skills and enable students to synthesize information and develop informed views on Global Issues in Business. This assignment requires students to explore and apply an advanced body of knowledge to a range of current contexts in the Cross-Cultural Management/ International Business or Cross-Cultural Leadership/International Business discipline **Type of Collaboration** Individual **Submission** [Please Submit Via Turnitin Link on iLearn](#) **Format** [Please refer to the iLearn Unit page](#) **Length** 3000 words **Inherent Task Requirements** None **Late Submission**

Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a deduction of 10% made from the total available marks for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.

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- Investigate major cultural differences in views on strategy for international alliances, including controls, labour relations and management a range of culture-based tactics for international negotiation

Delivery and Resources

<p>Required text</p>	<ul style="list-style-type: none"> • 'International Management: Managing Across Borders and Cultures – Text and Cases', Ninth Edition (International Edition) by Helen Deresky, Pearson Education. <p>This contains all the required chapter readings and case studies in addition to material posted on iLearn.</p> <p>A copy of the required text is also available in the Macquarie Library and obtainable from Macquarie University Coop Bookshop (macq_byr@coopbookshop.com.au)</p> <p>KickStart</p> <p>This unit includes a KickStart package, designed to help you get a head start with your studies. Being well prepared can be the key to success, so be sure to take advantage of KickStart and make it work for you.</p> <p>What is it?</p> <p>KickStart is a package of resources and activities in iLearn that is specific to studying this unit. Your package may include welcome videos from the Unit Convenor, quizzes (not counting toward your final grade), insights from industry experts and tips from previous students on how to succeed in the unit.</p> <p>When is it available?</p> <p>Two weeks before the start of the session, log into iLearn and access the KickStart package.</p> <p><i>Please note that the activities in the KickStart package do not count towards the final grade of the unit.</i></p>
<p>Unit web page</p>	<p>The web page for this unit can be found at: https://ilearn.mq.edu.au/login/</p>
<p>Technology Used and Required</p>	<p>Students will need to be familiar with a web browser to access the unit web page.</p>
<p>Delivery Format and Other Details</p>	<ul style="list-style-type: none"> • Number and length of classes: 1 x 3 hour workshop i.e. 3 hours face to face per week unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s) • Workshops will commence in Week 1 • The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
<p>Recommended readings</p>	<ul style="list-style-type: none"> • Available through eReserve.

Unit Schedule

Week	Lecture: Topic and Reading	Case Study and Experiential Activity
1	Assessing the environment: Political, Economic, Legal, Technological <i>Chapter 1</i>	Experiential activity: Forces at work
2	Managing Interdependence: Social Responsibility, Ethics, Sustainability <i>Chapter 2</i>	Case Study 1: Case Study: Facebook's Internet.Org Initiative: Serving the Bottom of the Pyramid Experiential activity: Predatory competition

3	Understanding the Role of Culture <i>Chapter 3</i>	Case Study 2: Vodafone in Egypt: National Crises and Their Implications for Multinational Corporations Experiential activity: Business trip to Japan
4	Communicating Across Cultures <i>Chapter 4</i>	Case Study 3 Hailing a New Era: Haier in Japan: Experiential activity: Cultural differences in business communication
5	Cross-cultural Negotiation and Decision Making <i>Chapter 5</i>	Case Study 4: Alibaba versus Tencent: The Battle for China's M-Commerce Space (China/Global) Experiential activity: Cross-cultural negotiations
6	Formulating Strategy <i>Chapter 6</i>	Case Study 5: Business Model and Competitive Strategy of IKEA in India (India) Experiential activity: Renault and Nissan in South Africa
MIDTERM BREAK		
7.	Implementing Strategy <i>Chapter 7</i>	Case Study 6: Wal-Mart in Africa (Africa) Experiential activity: Cross culture mergers and acquisitions
8	Organisation Structure and Control systems <i>Chapter 8</i>	Case Study 7 : Fiat Chrysler Automobiles N.V. (2015): From an Alliance to a Cross-Border Merger (Global) Experiential activity: Images of Organisational Culture
9	Staffing, Training, and Compensation for Global Operations <i>Chapter 9</i>	Case Study 8: Leading Across Cultures at Michelin (France/US) Experiential activity: Career opportunities overseas
10	Developing a Global Management Cadre <i>Chapter 10</i>	Case Study 9: IKEA in Russia: Emerging Market Strategies and Ethical Dilemmas (Russia) Experiential activity: Expat Life in EU
11	Motivating & Leading <i>Chapter 11</i>	Case Study 10: Ethical Leadership: Ratan Tata and India's Tata Group (Global) Experiential activity: Servant Leadership

Learning and Teaching Activities

Learning and Teaching Activities

This unit will be taught via the participant-centered 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). Online teaching would comprise of lecture videos and forum participation of three hours' duration. Students will partake in discussions on forums for cases, video cases and experiential exercises online. Case studies will be the 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 discuss and defend themselves online. 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 group case study assignments and the research paper. This unit is presented through the following learning media: Thirteen weekly video lectures combined with online discussions, case studies, experiential exercise and videos. Lectures are supported online on ilearn: <http://ilearn.mq.edu.au> Lecture notes, assignment details, assessment methods, case studies, reading and reference materials are posted on ilearn.

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 \(htt](#)

[ps://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 \(http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](http://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 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

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

If you are a Global MBA student contact globalmba.support@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

PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Learning outcomes

- Interpret and analyse the diversity of cultures and its implication as they relate to business management and demonstrate a consciousness of the intricacy of operating in the global market
- Identify major cultural characteristics, including communication styles that characterise regions, nations, communities, organisations, groups and individuals
- Classify, characterize and critique arguments for adopting particular leadership styles globally in given situations, and for varying motivational techniques depending on circumstances

Assessment tasks

- Online Participation
- Research Report

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- Interpret and analyse the diversity of cultures and its implication as they relate to business management and demonstrate a consciousness of the intricacy of operating in the global market
- Appraise the multicultural 'big picture' in which global trade and government forces operate, and analyze the major culture-based challenges (political, social, legal, economic and technological) faced by international managers through teamwork.
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regions, nations, communities, organisations, groups and individuals

- Investigate major cultural differences in views on strategy for international alliances, including controls, labour relations and management a range of culture-based tactics for international negotiation

Assessment tasks

- Online Participation
- Case Study
- Research Report

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Appraise the multicultural 'big picture' in which global trade and government forces operate, and analyze the major culture-based challenges (political, social, legal, economic and technological) faced by international managers through teamwork.
- Investigate major cultural differences in views on strategy for international alliances, including controls, labour relations and management a range of culture-based tactics for international negotiation
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Assessment tasks

- Online Participation
- Case Study
- Research Report

Changes from Previous Offering

Changes from previous offerings are as follows: a) All case studies have been updated with new cases. b) Experiential activities have been updated c) All old videos have been replaced with new longer ones d) Reflective in-class activities have been included in the online activities.

Research & Practice, Global & Sustainability

This unit gives you opportunities to conduct research and gives you practice in applying research findings in your assessments.

The unit uses research from several external sources namely academic journals, books, media articles and government publications as listed below to support your learning of cross cultural concepts, theories and current happenings:

Journal of Cross Cultural Management

Diversity in organisations, communities and nations.

Journal of International Business studies

Management International review

OECD Publications

SUPPLEMENTARY RESEARCH RESOURCES

Official website of Geert Hofstede

<http://www.geert-hofstede.com/>

Global edge Global business resources

<http://globaledge.msu.edu/>

Country profiles

<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>

International Business Times <http://www.ibtimes.com/> The unit works in collaboration with industry bodies like Optus, Department of Fair Trade, Department of Foreign Affairs and Trade and Sustainable Business, Australia to understand the progress in Global Climate Agreements worldwide and the impact of culture on its acceptances towards sustainable global business practices.

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