



BUS 854

Managing Cultural Diversity

S2 External 2019

Department of Management

Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	2
<u>Assessment Tasks</u>	3
<u>Delivery and Resources</u>	6
<u>Unit Schedule</u>	6
<u>Learning and Teaching Activities</u>	7
<u>Policies and Procedures</u>	8
<u>Graduate Capabilities</u>	9
<u>Changes from Previous Offering</u>	11
<u>Research & Practice, Global & Sustainability</u>	11
<u>Changes since First Published</u>	12

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General Information

Unit convenor and teaching staff

Lecturer

Meena Chavan

meena.chavan@mq.edu.au

Contact via Email

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

Credit points

4

Prerequisites

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

Corequisites

Co-badged status

MGMT754

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:

Evaluate 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 through group interactions.

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

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

Demonstrate professional and reflective communication in reports on Cross-Cultural issues in global strategy for international alliances, controls, international labour relations, international human resource management, international trade and a range of culture-based tactics for international negotiations.

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
Online Forums	40%	No	Weeks 2-12
Case Study	20%	No	Weeks 2-12
Research Report	40%	No	Week 11

Online Forums

Due: **Weeks 2-12**

Weighting: **40%**

Online Forums Assessment Summary Task Description

CASE STUDY FORUM: Students must read every case study and make a post expressing their opinion, connecting current discussions by other students, relating to concepts learned in the video lectures, readings, your own work experience or material from the case study. For each case study, the forum will only be open for 2 weeks. Please see the details on iLearn.

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 2 weeks. Please see the details on iLearn. **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:

- Evaluate 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 through group interactions.
- Demonstrate professional and reflective communication in reports on Cross-Cultural issues in global strategy for international alliances, controls, international labour relations, international human resource management, international trade and a range of culture-based tactics for international negotiations.
- Critique arguments for adopting particular leadership styles globally in given situations, and for varying motivational techniques depending on circumstances

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 one nominated student group will submit the case study analysis via turnitin. 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.

You will submit the case study analysis in accordance with the directions on iLearn in the document: "How to analyse a case study". **Type of Collaboration** Group **Submission** Please Submit Via Turnitin Link on [iLearn](#) **Format** Please refer to the [iLearn](#) Unit page **Length** 1,250 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.

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:

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

Research Report

Due: **Week 11**

Weighting: **40%**

Research Report Assessment Summary Task Description The individual assignment is a very significant part of this unit. It is 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 reflective critical thinking and analytical skills and enable students to synthesize information and develop informed views on "Global Issues in International Business Management". 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. Details of the research report and a list of research topics can be seen on iLearn. Please discuss with the Unit Coordinator before you begin your report. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on [iLearn](#) **Format** Please refer to the [iLearn](#) Unit page **Length** 4,000 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.

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:

- Appraise the multicultural 'big picture' in which global trade and government forces operate, and analyse the major culture-based challenges (political, social, legal, economic and technological) faced by international managers.
- Identify major cultural characteristics, including communication styles that characterise regions, nations, communities, organisations, groups and individuals

- Demonstrate professional and reflective communication in reports on Cross-Cultural issues in global strategy for international alliances, controls, international labour relations, international human resource management, international trade and a range of culture-based tactics for international negotiations.

Delivery and Resources

Required text	<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.</p>
Unit web page	The web page for this unit can be found at: https://ilearn.mq.edu.au/login/
Technology Used and Required	Students will need to be familiar with a web browser to access the unit web page.
Delivery Format and Other Details	<ul style="list-style-type: none"> • This unit is presented through the following learning media: Thirteen weekly video lectures combined with online discussions, case studies, experiential exercise and videos • Lecture notes, assignment details, assessment methods, case studies, reading and reference materials are posted on iLearn.
Recommended readings	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: Assessing the political and economic risk: A comparison between Malaysia, Singapore and Thailand.
2	Managing Interdependence: Social Responsibility, Ethics, Sustainability <i>Chapter 2</i>	Case Study 1: Case Study: Apple's iPhones—Not "Made in America" Experiential activity: Predatory competition
3	Understanding the Role of Culture <i>Chapter 3</i>	Case Study 2: Levi Looks to Cut Its Cloth Differently by Rewarding Responsible Suppliers Experiential activity: Marketing in Africa
4	Communicating Across Cultures <i>Chapter 4</i>	Case Study 3: An Australian Manager in an American Company Experiential activity: Cultural Profile of France

5	Cross-cultural Negotiation and Decision Making <i>Chapter 5</i>	Case Study 4: Miscommunications with a Brazilian Auto Parts Manufacturer Experiential activity: Cross-cultural negotiations
6	Formulating Strategy <i>Chapter 6</i>	Case Study 5: Search Engines Aid Decision Making and Negotiation Experiential activity: Lands End
7.	Implementing Strategy <i>Chapter 7</i>	Case Study 6: Foreign Businesses Tread Carefully as Cuba Opens Up Experiential activity: Entry into Korea
Mid Semester Break		
8	Organisation Structure and Control systems <i>Chapter 8</i>	Case Study 7: Foreign Companies in China Under Attack Experiential activity: Joint ventures in India
9	Staffing, Training, and Compensation for Global Operations <i>Chapter 9</i>	Case Study 8: HSBC in 2015: Complex Global Operations and Downsizing Experiential activity: Relocating to work abroad
10	Developing a Global Management Cadre <i>Chapter 10</i>	Case Study 9: Expatriate Management at AstraZeneca Plc Experiential activity: Global Management teams
11	Motivating & Leading <i>Chapter 11</i>	Case Study 10: Interview: Carlo D'Asaro Biondo, Google's Europe Strategy Chief in Charm Offensive Experiential activity: Cross Cultural 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 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 the online discussions. 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: 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 \(https://students.mq.edu.au/support/study/student-policy-gateway\)](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 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

- Evaluate 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 through group interactions.

- Identify major cultural characteristics, including communication styles that characterise regions, nations, communities, organisations, groups and individuals
- Critique arguments for adopting particular leadership styles globally in given situations, and for varying motivational techniques depending on circumstances

Assessment tasks

- Online Forums
- 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

- Evaluate 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 through group interactions.
- Appraise the multicultural 'big picture' in which global trade and government forces operate, and analyse the major culture-based challenges (political, social, legal, economic and technological) faced by international managers.
- Identify major cultural characteristics, including communication styles that characterise regions, nations, communities, organisations, groups and individuals
- Demonstrate professional and reflective communication in reports on Cross-Cultural issues in global strategy for international alliances, controls, international labour relations, international human resource management, international trade and a range of culture-based tactics for international negotiations.

Assessment tasks

- Online Forums
- 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 analyse the major culture-based challenges (political, social, legal, economic and technological) faced by international managers.
- Demonstrate professional and reflective communication in reports on Cross-Cultural issues in global strategy for international alliances, controls, international labour relations, international human resource management, international trade and a range of culture-based tactics for international negotiations.
- Critique arguments for adopting particular leadership styles globally in given situations, and for varying motivational techniques depending on circumstances

Assessment tasks

- Online Forums
- 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/>

Global times <http://business.globaltimes.cn/world/2009-09/471239.html>

Kwintessential <http://www.kwintessential.co.uk/intercultural/management/kenya.html>

World Travel Guide http://www.worldtravelguide.net/country/137/general_information/Africa/Kenya.html

The unit works in collaboration with industry bodies like Diversity Council Australia, International academy of Intercultural research, Export Council of Australia, Department of Fair Trade, Global Labor organization, 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.

Changes since First Published

Date	Description
22/08/2019	Removed Saman from contacts list
23/07/2019	One change to LO # 5.
22/07/2019	Updated LO.