BBA 340

Cross Cultural Management

S1 Day 2019

Department of Management

Contents

General Information 2

Learning Outcomes 2

Assessment Tasks 3

Delivery and Resources 6

Unit Schedule 7

Policies and Procedures 7

Graduate Capabilities 9

Changes since First Published 11

Disclaimer

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

General Information

Unit convenor and teaching staff
Unit Convenor, Lecturer
Candy Lu
candy.lu@mq.edu.au
Contact via Email
Please view consultation hours via iLearn - https://ilearn.mq.edu.au/login/

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 2 to 12
AT2: Media Report	30%	No	Week 6
AT3: Final Exam	40%	No	University Exam Period

AT1: Case Study

Due: **Week 2 to 12**
Weighting: **30%**

Case Study Assessment Summary Task Description
Part A: Group Case Analysis Report

Part B: Group Tutorial Presentation

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 need to upload their case analysis report via iLearn before their presentation.

Type of Collaboration Group **Submission** Please Submit Via Turnitin Link on iLearn **Format** Please refer to the iLearn Unit page **Length Report** - 2,000 words +/-10% excluding the cover page and reference list; **Presentation** - 40 minutes (including 25-30 minutes presentation and 10-15 minutes questions/discussions) **Inherent Task Requirements** Part B requires physical attendance to complete. **Late Submission**
Students who are not present for their group's presentation will be awarded a mark of 0 for the presentation. No extensions will be granted.

Late reports must also be submitted through Turnitin. 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 incurs a 20% or X marks penalty). Late submissions will be accepted up to 72 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:

- 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.

AT2: Media Report

Due: **Week 6**
Weighting: **30%**

Media Report Assessment Summary Task Description 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. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on iLearn **Format** Please refer to the iLearn Unit page **Length** 1,500 words +/- 10% **Inherent Task Requirements** None **Late Submission**
Late reports must also be submitted through Turnitin. 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 incurs a 20% penalty). Late submissions will be accepted up to 72 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:

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

AT3: Final Exam

Due: **University Exam Period**
Weighting: **40%**

Final Exam Assessment Summary Task Description A final examination is included as an assessment task for this unit to provide assurance that the product belongs to the student and the student has attained the knowledge and skills tested in the exam. **Type of Collaboration** Individual **Submission** You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. **Format** Please refer to the iLearn Unit page **Length** 2.5 hours plus 10 minutes reading time **Inherent Task Requirements** None **Late Submission**
Please see Assessment Policy Schedule 4.

The only exception to not sitting an examination at the designated time in the University Examination Timetable is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for special consideration. 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:

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

Delivery and Resources

Required text	• **Richard Steers, Luciara Nardon & Carlos Sanchez-Runde, Australasian edition, 2016: Management Across Cultures. Published by Cambridge University Press. ISBN: 9781316604359.**
Unit web page	The web page for this unit can be found at: https://ilearn.mq.edu.au/login/
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).
Delivery Format and Other Details	• Number and length of classes: **1 x 2 hour lecture and 1 x 1 hour tutorial, i.e. 3 hours face** to face per week unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s) • Tutorials will commence in **Week 2** • The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
Recommended readings	• 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 Browaeys & Roger Price, 2nd edition, 2011: Understanding Cross-Cultural Management. Published by Pearson. • Taran Patel, 2008: Cross-cultural Management – A Transactional Approach. Published by Routledge • 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/

Unit Schedule

Week	Lecture Topic	Tutorial Topic (Tutorial schedule and case studies will be posted on iLearn)	Chapters
Week 1	Introduction to the unit; The challenge of international management	Please read the case study "Hollywood and the Rise of Cultural Protectionism" for the first tutorial class. **NO TUTORIAL IN THE FIRST WEEK**	Chapter 1 & Chapter 2
Week 2	International ethics and social responsibility	Overview of subject and assignments Getting to know each other, form case study groups and pick a case study in the draw Sample case study will be discussed: "Hollywood and the Rise of Cultural Protectionism"	Chapter 8
Week 3	Understanding the role of culture	Case study	Chapter 3
Week 4	Communicating across cultures	Case study	Chapter 5
Week 5	Cross-cultural conflicts and negotiations	Case study	Chapter 7
Week 6	Strategic planning	Case study **Assignment 2 (media analysis report) due. Online submission deadline: 5 April 2019 (Friday) @ 5pm**	No chapter in text – see lecture and iLearn for more details
Week 7	Foreign market entry strategies, organisational structure, and organisational control systems	Case study	Chapter 4 (also see lecture and iLearn for more details about foreign market entry strategies)
MID	**SEMESTER**	**BREAK**	
Week 8	International human resource management	Case study Assignment 2 feedback (Friday)	Chapter 11
Week 9	Managing international teams	Case study	Chapter 10
Week 10	Evaluating and rewarding employees worldwide	Case study	Chapter 9
Week 11	Motivating and leading across cultures	Case study	Chapter 6 & Chapter 9
Week 12	Unit review and exam preparation	Case study	Review

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). 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). 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).

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

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.
- 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

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

Changes since First Published

Date	Description
18/02/2019	No Significant changes