



# BBA 340

## Cross Cultural Management

S2 Evening 2019

*Department of Management*

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## General Information

Unit convenor and teaching staff

Unit Convenor, Lecturer

Monica Ren

[monica.ren@mq.edu.au](mailto:monica.ren@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
<a href="#">AT1: Case Study</a>	30%	No	Week 2 to 12
<a href="#">AT2: Media Report</a>	30%	No	Week 6
<a href="#">AT3: Final Exam</a>	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 (15%)

**Part B:** Group Tutorial Presentation (15%)

During the first tutorial class, student group will be formed, and weekly case study allocations decided.

Each group will be required to submit a written report and make a presentation on their case analysis in the week of their assigned tutorial class.

This assessment is used to help develop students' critical thinking and analytical abilities, written and oral communication skills and understanding of the link between theoretical concepts and real-world situations.

**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%** 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:

- 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 6**

Weighting: **30%**

### Media Report Assessment Summary Task Description

This assessment involves a written analysis of a current newspaper/media article.

Students will be required to source a current newspaper/media article on a cross cultural management topic and explain, discuss and critique how their article illustrates one or more theoretical principles of cross-cultural management studies.

This assessment is used to help develop students' critical thinking and analytical abilities, written communication skills and understanding of contemporary issues and the relationship between the article and an aspect of the unit. **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%** 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:

- 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.
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## 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	<ul style="list-style-type: none"> <li>Richard Steers, Luciara Nardon &amp; Carlos Sanchez-Runde, Australasian edition, 2016: <b>Management Across Cultures</b>. Published by Cambridge University Press. ISBN: 9781316604359.</li> </ul>
Unit web page	The web page for this unit can be found at: <a href="https://ilearn.mq.edu.au/login/">https://ilearn.mq.edu.au/login/</a>
Technology Used and Required	<p>Students are required to use information technology in this unit.</p> <p>Students will need to use:</p> <ul style="list-style-type: none"> <li>Library databases to source materials for the research reports, which are accessed electronically for conducting research for assignments;</li> <li>Electronic (internet) access to iLearn to download unit learning resources and upload assignments or other materials required for class activities and assignments;</li> <li>Microsoft word and Power point (where applicable) for the research reports and presentations).</li> </ul>
Delivery Format and Other Details	<ul style="list-style-type: none"> <li>Number and length of classes: <b>1 x 2 hour lecture and 1 x 1 hour tutorial, i.e. 3 hours face to face</b> per week unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s)</li> <li>Tutorials will commence in <b>Week 2</b></li> <li>The timetable for classes can be found on the University web site at: <a href="http://www.timetables.mq.edu.au/">http://www.timetables.mq.edu.au/</a></li> </ul>
Recommended readings	<ul style="list-style-type: none"> <li>Fred Luthans &amp; Jonathan Doh, 8th edition, 2014: International Management - Culture, Strategy, and Behavior. Published by McGraw-Hill. Jean-Francois Chanlat, Eduardo</li> <li>Davel &amp; Jean-Pierre Dupuis, 2013: Cross-Cultural Management - Culture and Management across the World. Published by Routledge.</li> <li>Elizabeth Christopher &amp; Helen Deresky, 2nd edition, 2012: International Management Managing Cultural Diversity. Published by Pearson Education Australia.</li> <li>Dean McFarlin &amp; Paul Sweeney, 4th edition, 2011: International Management - Strategic Opportunities and Cultural Challenges. Published by Routledge.</li> <li>Marie-Joelle Browaeys &amp; Roger Price, 2nd edition, 2011: Understanding Cross-Cultural Management. Published by Pearson.</li> <li>Taran Patel, 2008: Cross-cultural Management – A Transactional Approach. Published by Routledge</li> <li>Official website of Geert Hofstede <a href="http://www.geert-hofstede.com/">http://www.geert-hofstede.com/</a></li> <li>Global edge Global business resources <a href="http://globaledge.msu.edu/">http://globaledge.msu.edu/</a></li> <li>Country profile <a href="http://www.kwintessential.co.uk/resources/country-profiles.html">http://www.kwintessential.co.uk/resources/country-profiles.html</a></li> <li>Virtual Library on International Development <a href="http://www2.etoyn.edu/vl/intldev.html">http://www2.etoyn.edu/vl/intldev.html</a></li> <li>The World Index of Chambers of Commerce &amp; Industry <a href="http://www.worldchambers.com/">http://www.worldchambers.com/</a></li> <li>The United Nations <a href="http://www.un.org/">http://www.un.org/</a></li> </ul>

## Unit Schedule

Week	Lecture Topic	Tutorial Topic (Tutorial schedule and case studies will be posted on iLearn)	Chapters
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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. <b>NO TUTORIAL IN THE FIRST WEEK</b>	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 <b>Assignment 2 (media analysis report) due.</b>	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)
<b>MID</b>	<b>SEMESTER</b>	<b>BREAK</b>	
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 \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](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](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](http://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto: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](http://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](http://ask.mq.edu.au)

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto: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/](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 from Previous Offering**

No changes from previous offering.