



FACULTY OF
BUSINESS AND ECONOMICS

BUS854
Managing Cultural Diversity in
Business

Semester 1, 2012

Department of Marketing and Management

**MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT GUIDE**

Year and Semester:	Semester 1, 2012
Unit convenor:	Dr Keson Loke
Prerequisites:	Students at Master's level are assumed to have a sound knowledge and understanding of management principles.
Credit points:	Four

Students in this unit should read this unit guide carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult Dr Loke.

ABOUT THIS UNIT

- Unit description and credit points

To succeed in the contemporary multi-cultural business environment, it is imperative for the firm and its managers to have a sound understanding of cultural differences and how to effectively manage such cultural diversity. The objective of this course is to enhance the understanding of how cultural diversity affects managerial behaviour and processes, and to develop the skills necessary to conduct effective cross-cultural interaction and management. The unit utilises a range of assessment criteria including understanding of cross-cultural concepts, analysis of case studies, informal presentations and group activities.

This unit is worth 4 credit points.

- Unit rationale

This Unit complements the existing subject balance within the International Business program and provides students with an understanding of cross-cultural management in today's multi-cultural business environment.

TEACHING STAFF

- Convenor and Lecturer: Dr Keson Loke (email: keson.loke@mq.edu.au)

CONSULTATION TIMES

- Before and after each class. Students are to email Dr Loke to firm up the exact time and venue of meeting prior to any consultation appointment.

You are encouraged to seek help at a time that is convenient to you from Dr Loke during his regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct any consultations by email.

Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

CLASSES

- Number and length of classes: 3 hours face-to-face teaching per week, consisting of 1 x 3 hour lecture combined with group case study presentation and class discussions.
- The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>
- Please note that while there is no mark for attendance, students are expected to attend all weekly classes, unless excused.
- Attendance will be taken in the weekly classes. Medical certificates must be provided if you are not able to attend a class.
- Warning: You must attend at least 11 of the 13 weekly classes – failure to do so may affect your learning outcomes and performance in this Unit.
- Students are expected to arrive on time, and not to leave until the class ends.
- Students must be quiet during classes, unless of course when class participation is required.
- Mobile phone must be turned OFF.
- Students who disturb or disrupt in class will be asked to leave.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

- Required text: *'International Management: Managing Across Borders and Cultures – Text and Cases', Seventh Edition (International Edition)* by Helen Deresky, Pearson, 2011. This contains all the required chapter readings and case studies in addition to material posted on iLearn. The required text can be purchased from the Macquarie University Co-op Bookshop. A copy of the required text is also available in the Macquarie Library.

TECHNOLOGY USED AND REQUIRED

- Students are required to use iLearn, word processing, powerpoint and Turnitin.

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>

LEARNING OUTCOMES

The learning outcomes of this unit are:

1. Explain key concepts and theories in cross-cultural management.
2. Identify and critically analyse key cross-cultural issues in a management context.
3. Apply relevant concepts and techniques to resolve practical cross-cultural issues/problems.
4. Make effective recommendations for resolving practical cross-cultural issues/problems.

GRADUATE CAPABILITIES

International Business graduates are expected to know the following 9 discipline specific knowledge and skills upon graduation. This unit contributes to this learning by helping student develop capability number 3 below (*italicised*).

1. An ability to gain an appreciation of Australia's options in the global market-place, based on the application of macroeconomic theory
2. An awareness of the different kinds of regional trade groups and organisations within the global economy
3. *An appreciation of diverse cultures and how they impact on business*

4. Understand the fundamentals of trade patterns within the global economy
5. Understanding of the economic, environmental, societal, technological, legal and political forces that affect international business
6. Understanding of how managing an international business operation differs from a domestic operation
7. Understanding the process of developing and implementing an internationalisation strategy for a business
8. An ability to devise different strategies to enter and compete successfully in the global marketplace
9. Understand the key economic and business organisations which facilitate engagement with global business

In addition to the discipline-based learning objectives, all academic programs at Macquarie University also seek to develop the following 8 generic capabilities the University's graduates will need to develop to address the challenges, and to be effective, engaged participants in their world.

This unit contributes to this learning by helping student develop generic skills number 1, 2, and 4 below (*italicised*).

1. *Critical, Analytical and Integrative Thinking*
2. *Problem Solving and Research Capability*
3. Creative and Innovative
4. *Effective Communication*
5. Engaged and Ethical Local and Global citizens
6. Socially and Environmentally Active and Responsible
7. Capable of Professional and Personal Judgement and Initiative
8. Commitment to Continuous Learning

TEACHING AND LEARNING STRATEGY

- Teaching methods will comprise a mix of lectures, case studies, and class discussions.
- Please note that this course emphasises application of cross-cultural management concepts to practical business situations. Hence, in order to pass the course, it will not be sufficient to merely attend class and memorise the lecture notes. Lectures in this course are only one component of the course and are meant to supplement and clarify the assigned readings in the textbook and other activities. They are not a substitute for reading of the textbook and participating in the case study discussions.
- Students are expected to do all assigned readings and prepare the case studies in advance of the class and to participate fully in class discussions.
- A detailed weekly schedule of the Course is as follows:

Week	Week Beginning	Lecture: Topic and Reading	Case Study Presentation/Discussion
1	27/2/2012	Relating Culture to Management <i>Chapter 1</i>	Discussion on Case Study analysis
2	5/3/2012	Understanding Cultural Differences <i>Chapter 3</i>	Ch 3 - Case Study: Australia and New Zealand: Doing business with Indonesia
3	12/3/2012	Communicating Across Cultures <i>Chapter 4</i>	Ch 4 - Case Study: Elizabeth Visits GPC's French Subsidiary
4	19/3/2012	Negotiating Conflicts Across Cultures <i>Chapter 5</i>	Ch 5 - Case Study: The Alcatel-Lucent Merger – What went wrong?
5	26/3/2012	Ethical Decision Making Across Cultures <i>Chapters 2 & 5</i>	Ch 2 - Case Study: Nike's CSR Challenge
6	2/4/2012	Motivating Across Cultures <i>Chapter 11</i>	Ch 11 - Case Study: Motivation in Mexico (pp. 399 – 401)
7	9/4/2012	BREAK	
8	16/4/2012	BREAK	
9	23/4/2012	Leading Across Cultures <i>Chapter 11</i>	Ch 11 - Case Study: Sir Richard Branson: Global Leader in 2010 – Planes, Trains, Resorts, and Space Travel
10	30/4/2012	Formulating Strategy Across Cultures <i>Chapter 6</i>	Ch 6 - Case Study: YouTube LLC: Going Global by Acting Local
11	7/5/2012	Implementing Strategy Across Cultures <i>Chapter 7</i>	Ch 7 - Case Study: Aditya Birla Group: Global Vision – Indian Values
12	14/5/2012	Organising and Controlling Across Cultures <i>Chapter 8</i>	Ch 8 – Case Study: Acer Restructures for Global Growth
13	21/5/2012	Staffing Across Cultures <i>Chapters 9 & 10</i>	Ch 10 - Case Study: Avon in Global Markets in 2009 – Managing and Developing a Global Workforce
14	28/5/2012	Managing Expatriates <i>Chapters 9 & 10</i>	Ch 9 - Case Study: Kelly's Assignment in Japan
15	4/6/2012	Revision / Exam briefing	Q & A session

RESEARCH AND PRACTICE

- This unit gives you opportunities to conduct your own research.

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES**ASSESSMENTS**

In order to pass this Course, students must:

- Attempt ALL assessment tasks as given below; and
- Attain an overall composite pass mark of 50%.

A summary of the assessment tasks for this Course is provided in the table below.

	Individual Essay (20%)	Group Case Study Report (20%)	Group Case Study Presentation (10%)	Final Exam (50%)	Total (100%)
Description	Each student will submit a research essay on a cross-cultural management question.	Each Case Study group will submit a report on an allocated weekly case study.	From weeks 4-5 and weeks 9-14, each Case Study group will make a presentation of its allocated weekly case study in class. Group Presentation is for 20 minutes followed by 10 minutes of class question and answer session.	The duration of the exam is 3 hours plus 10 minutes held during the exam period. 3 questions on a Case Study (30%) plus 2 essay-style questions (20%).	
Due date	By 1700 hours on Wednesday, 4 April 2012 via Turnitin. Hardcopy of your Individual Essay is to	By 1700 hours on the Wednesday before your respective allocated weekly group presentations via Turnitin.	All power point presentation slides are to be submitted to your Lecturer at the start of respective weekly classes for your	Please check the exam timetable for location and time.	

	Individual Essay (20%)	Group Case Study Report (20%)	Group Case Study Presentation (10%)	Final Exam (50%)	Total (100%)
	be submitted to your Lecturer at the start of the week 6 lecture on Thursday, 5 April 2012.	Hardcopy of your Group Case Study Report is to be submitted to your Lecturer at the start of respective weekly classes for your allocated presentation.	allocated presentations.		
Marking criteria/standards & expectations	Students are expected to do relevant research and answer the cross-cultural management question set. See a document in icon "Assessment Tasks" on unit website for more details.	Students are expected to address key issues related to the case study and report their findings. See a document in icon "Assessment Tasks" on unit website for more details.	Students are expected to address key issues related to the case study and make the presentation as interesting as possible. See a document in icon "Assessment Tasks" on unit website for more details.	n/a	
Submission method	Via Turnitin and in class to Lecturer.	Via Turnitin and in class to Lecturer.	In class to Lecturer.	n/a	
Feedback	Written feedback will be given in week 12 class.	Written feedback will be given in week 15 class.	Verbal feedback will be given after each weekly presentation in class. Written feedback will be given in week 15 class.	n/a	
Estimated student workload (hours)	20 hours	15 hours	5 hours	30 hours	70 hours

	Individual Essay (20%)	Group Case Study Report (20%)	Group Case Study Presentation (10%)	Final Exam (50%)	Total (100%)
Learning outcomes assessed:					
1. Explain key concepts and theories in cross-cultural management.	5			20	25%
2. Identify and critically analyse key cross-cultural issues in a management context.		5		5	10%
3. Apply relevant concepts and techniques to resolve practical cross-cultural issues/problems.	5	5		5	15%
4. Make effective recommendations for resolving practical cross-cultural issues/problems.		5		5	10%
Graduate capabilities assessed:					
1. Critical, Analytical and Integrative Thinking			5	5	10%
2. Problem Solving & Research Capability	5	5		5	15%
3. Effective Communication	5		5	5	15%
Total	20%	20%	10%	50%	100%

- You must attend at least 11 of the 13 weekly classes – failure to do so may affect your learning outcomes and performance in this Unit. Attendance will be taken in the weekly classes. Medical certificates must be provided if you are not able to attend a class.

- Late submission of assignments will only be marked where an extension has been granted. A penalty of 20% of the assignment mark (i.e. 2 marks if the assignment is marked out of 10) will be deducted for each day that the assignment is late, unless there are extraordinary circumstances such as documented illness or other unavoidable disruptions. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at http://www.mq.edu.au/policy/docs/special_consideration/policy.html (*Please note that work or family commitments will not normally be acceptable excuses. The circumstances must be extraordinary and something that could not have been reasonably predicted or avoided.*)
- Work that is submitted late without prior written permission and without a completed advice of absence form will not be marked. Students are advised to keep a copy of all permissions given in event of dispute.
- The date and time recorded by Turnitin shall be used for the purposes of determining late submission penalties. As there are sometimes delays with the system, you are advised to submit early to avoid penalties.

Examinations

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

- i) the product belongs to the student and
- ii) the student has attained the knowledge and skills tested in the exam.

A 3-hour final examination for this unit will be held during the University Examination period.

The University Examination period in First Half Year 2012 is from 12 June to 29 June 2012.

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://exams.mq.edu.au/>

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. The University's policy on special consideration process is available at http://www.mq.edu.au/policy/docs/special_consideration/policy.html

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.htm>

ACADEMIC HONESTY

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at

http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

GRADES

Macquarie University uses the following grades in coursework units of study:

HD - High Distinction

D - Distinction

CR - Credit

P - Pass

F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:

<http://www.mq.edu.au/policy/docs/grading/policy.html>

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script, please refer to the following website which provides information about these processes and

the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid ground for appeal before appealing your grade.

http://www.businessandconomics.mq.edu.au/new_and_current_students/undergraduate_current_students/how_do_i/grade_appeals

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: http://www.mq.edu.au/policy/docs/special_consideration/policy.html

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these and other services for students can be accessed at <http://www.student.mq.edu.au>.

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorised coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when utilising University IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.