



FACULTY OF
BUSINESS AND ECONOMICS

Unit Code: BUS854
Unit Name: Managing Cultural
Diversity in Business
(Online)

Session 3, 2011/2012

Department of Marketing and Management

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

Year and Semester:	Session 3, 2011/2012 (Jan-Feb 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 outline 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, and online discussions.

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

Dr Loke is available for regular consultation via email and Blackboard (online discussion classroom).

Please feel free to email Dr Loke should you have any question at any time.

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

CLASSES

This online Unit is conducted via Macquarie University's online Blackboard facility:

- When studying online, your computer is the classroom (the 'location' is wherever you are – accessing Blackboard online);
- Blackboard is where:
 - You will interact and liaise with the Lecturer and other students;
 - Your assessment tasks will be completed and submitted; and
 - You will take your final examination.

Each new week starts on Monday mornings during the semester.

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 Blackboard. 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 University Library.

The full resources of Macquarie University Library are available to all online students.

TECHNOLOGY USED AND REQUIRED

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

UNIT WEB PAGE

The web page for this unit can be found at: <http://learn.mq.edu.au>

Students should consult the web page frequently. You will find important information posted there.

Students are to log onto Blackboard using their Student ID Number and myMQ Portal Password.

Click on 'OLBUS854 Managing Cultural Diversity in Business' to access this Unit's resources.

This website contains the lecture slides and other relevant information.

In addition, it contains i-lectures which were the actual 'face to face' lectures (audio only) which were recorded during Semester 2, 2011. Students may find these i-lectures useful. Dr Loke would like to express his thanks to the students in the Semester 2, 2011 class for their contributions.

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 above, Macquarie University also seek to develop the following 8 generic capabilities in our graduates in order 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, textbook chapter readings, and interactive online discussions.
- The weekly lectures/seminars (online) will involve:
 - answering a series of questions posted by the lecturer in the unit's Discussion Rooms (Blackboard); and
 - expansive discussion of the issues related to the respective weekly lecture topics and case studies as raised by you and your fellow students.
- Students participate in the Unit by listening to i-lectures, preparing for and taking part in the interactive online discussions, completing assessment tasks and a final examination.
- Please note that this Unit emphasises application of cross-cultural management concepts to practical business situations. Hence, in order to pass the Unit, it will not be sufficient to merely listen to the i-lectures and memorise the lecture slides. The i-lectures and lecture slides are only one component of the course and are meant to supplement and clarify the assigned readings in the textbook. They are not a substitute for reading of the textbook and participating in the interactive online discussions on the lecture topics and case studies.

- Students are expected to do all assigned readings and prepare the case studies in advance of the interactive online discussions, and to participate actively in them.
- A detailed weekly schedule of the Course is as follows:

Week	Week Beginning	Lecture Topics	Textbook Chapter Readings and Case Studies
1	3/1/2012	Relating Culture to Management Understanding Cultural Differences	<i>Reading: Chapter 1</i> <i>Reading: Chapter 3</i> <i>Case Study: Australia and New Zealand: Doing business with Indonesia</i> <i>Questions: 1, 2 & 3</i>
2	9/1/2012	Communicating Across Cultures Negotiating Conflicts Across Cultures	<i>Reading: Chapter 4</i> <i>Case Study: Elizabeth Visits GPC's French Subsidiary</i> <i>Questions: 1, 2 & 3</i> <i>Reading: Chapter 5</i> <i>Case Study: The Alcatel-Lucent Merger – What went wrong?</i> <i>Questions: 1, 3 & 5</i>
3	16/1/2012	Ethical Decision Making Across Cultures Motivating and Leading Across Cultures	<i>Reading: Chapters 2 & 5</i> <i>Case Study: Nike's CSR Challenge</i> <i>Questions: 3, 4 & 5</i> <i>Reading: Chapter 11</i> <i>Case Study: Sir Richard Branson: Global Leader in 2010 – Planes, Trains, Resorts, and Space Travel</i> <i>Questions: 1, 2 & 3</i> <i>(Individual Essay assignment to be submitted online via Blackboard by 2359 hours on Wednesday, 18 January 2012)</i>
4	23/1/2012	Formulating Strategy Across Cultures	<i>Reading: Chapter 6</i> <i>Case Study: YouTube LLC: Going Global by Acting Local</i> <i>Questions 2, 3 & 4</i>

		Implementing Strategy Across Cultures	<p><i>Reading: Chapter 7</i></p> <p><i>Individual Case Study Report</i> <i>Case Study: Aditya Birla Group: Global Vision – Indian Values</i> <i>Questions: 1, 2 & 3</i> <i>(To be submitted online via Blackboard by 2359 hours on Sunday, 29 January 2012)</i></p>
5	30/1/2012	Organising and Controlling Across Cultures Staffing Across Cultures	<p><i>Reading: Chapter 8</i></p> <p><i>Case: Acer Restructures for Global Growth</i> <i>Questions 1, 2 & 3</i></p> <p><i>Reading: Chapters 9 & 10</i></p> <p><i>Case Study: Avon in Global Markets in 2009 – Managing and Developing a Global Workforce</i> <i>Questions: 1, 3 & 5</i></p>
6	6/2/2012	Managing Expatriates Revision / Exam briefing	<p><i>Reading: Chapters 9 & 10</i></p> <p><i>Case Study: Kelly's Assignment in Japan</i> <i>Questions: 1, 2 & 4</i></p> <p><i>Question & Answer session</i></p>
7	13/2/2012	Final Exam Week	<p><i>Date, Time and Venue = TBA (computer lab at Macquarie University for Sydney based students).</i> <i>Non-Sydney students will be advised separately.</i></p>

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 Unit, students must:

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

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

	Individual Participation in Online Discussion (15%)	Individual Essay (15%)	Individual Case Study Report (20%)	Final Exam (50%)	Total (100%)
Description	<p>Students are expected to participate actively and contribute positively to the online interactive discussions each week.</p> <p>Your participation throughout the semester will be evaluated by the Lecturer.</p>	Each student will submit a research essay on a cross-cultural management question.	Each student will submit a case study report. The report will address the 3 questions set for the case study: "Aditya Birla Group: Global Vision – Indian Values" - Questions: 1, 2 & 3 (see pages 266-267 of textbook)	<p>The duration of the final exam is 3 hours plus 10 minutes held during the exam period.</p> <p>3 questions on a Case Study (30%) plus 2 essay-style questions (20%).</p>	
Due date	Continuous throughout the semester.	By 2359 hours on Wednesday, 18 January 2012 (based on Sydney time).	By 2359 hours on Sunday, 29 January 2012 (based on Sydney time).	Please check the exam timetable for location and time.	
Marking criteria/standards & expectations	<p>Students are expected to contribute positively to the online interactive discussions on an active and regular basis.</p> <p>See a document in icon "Assessment Tasks" on unit</p>	<p>Students are expected to do relevant research and answer the cross-cultural management question set.</p> <p>See a document in icon "Assessment Tasks" on</p>	<p>Students are expected to answer the 3 questions set for the case study.</p> <p>See a document in icon "Assessment Tasks" on unit website for more</p>	See information on 'Grades' given below and lecture slides on Exam Briefing given on the Unit website.	

	Individual Participation in Online Discussion (15%)	Individual Essay (15%)	Individual Case Study Report (20%)	Final Exam (50%)	Total (100%)
	website for more details.	unit website for more details.	details.		
Submission method	In the online classroom via Blackboard	Report to be submitted online via Blackboard.	Report to be submitted online via Blackboard.	Online via Blackboard.	
Feedback	Informal feedback may be given when necessary during interactive class discussions. Mark and comments will be given before the final exam.	Mark and comments will be given by the end of week 5.	Mark and comments will be given before the final exam.	Mark	
Estimated student workload (hours)	15 hours	15 hours	20 hours	30 hours	80 hours
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%

	Individual Participation in Online Discussion (15%)	Individual Essay (15%)	Individual Case Study Report (20%)	Final Exam (50%)	Total (100%)
Graduate capabilities assessed:					
1. Critical, Analytical and Integrative Thinking	5			5	10%
2. Problem Solving & Research Capability		5	5	5	15%
3. Effective Communication	10			5	15%
Total	15%	15%	20%	50%	100%

- 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.reg.mq.edu.au/Forms/APSCon.pdf> (*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 Blackboard 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 Session 3, 2011/12 is from 13 February 2012 to 17 February 2012.

Sydney-based students will sit for their final examination in a computer lab at Macquarie University's North Ryde campus.

Overseas students will sit for their final examination in their home city/country. These students will be advised of their final examination location, supervisor, etc. by a separate email to their respective Macquarie University email address.

You are expected to present yourself for examination at the time and place designated by the BEGC Online Program Manager.

You will be sent an email in Week 4 or 5 asking where you wish to sit the exam. Remember – it must be a place where Macquarie University has representation.

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. Information about unavoidable disruption and the special consideration process is available at <http://www.reg.mq.edu.au/Forms/APSCon.pdf>

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 grounds for appeal before appealing your grade.

http://www.businessandconomics.mq.edu.au/for/new_and_current_students/undergraduate/admin_central/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/procedure.html

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these services 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.