



**College of Commerce
Division of Economic and Financial Studies
Business Department**

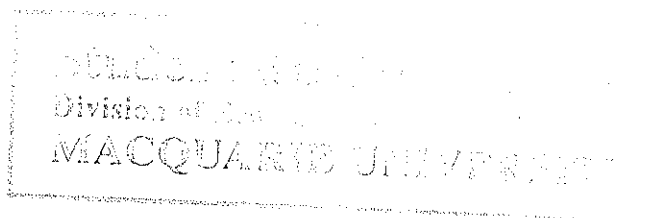
**BBA 340:
CROSS CULTURAL MANAGEMENT**

***UNIT OUTLINE
First Semester, 2005***

Unit Convenor: Gordon Brooks

Entry to BBA, BHRM, BCom or BIntBus; 40cp and GPA of 2.00

Students in this unit should read the Unit Outline carefully at the beginning of semester. It contains important information about the unit. If anything in it is unclear, please consult the Unit Convenor.



UNIT OUTLINE

March 2005

BBA340 CROSS CULTURAL MANAGEMENT

SESSION 1 2005

LECTURER: Dr Elizabeth Christopher
Honorary Associate, Department of Economic and Financial Studies
Room 327 C5C Macquarie University 2109
Tel: 0417-236-531. Email: echristo@efs.mq.edu.au

CLASS TIMES (each session includes lecture and discussion)

March 3 - June 9 2005:

Thursdays, 12 - 2 pm

W5A Lecture Theatre 1

CONSULTATION TIMES: after each session

FACE TO FACE STUDY HOURS: 2 hours per week

PURPOSE OF UNIT

Welcome to BBA340! The purpose of this Unit is to explore practical problems and opportunities in managing diversity in international organizations. The sessions are backed up online with lecture notes, case studies, articles and discussion points on ten major topics:

- 1- The international business environment;
- 2- Risks and challenges for international managers;
- 3- Social responsibilities and ethics of multi-national enterprises;
- 4- The role of culture in management of diversity
- 5- Communicating across cultures;
- 6- Cross cultural negotiation;
- 7- Strategies for international alliances;
- 8- Control systems and labour relations;
- 9- Developing overseas managers;
- 10- Motivation and leadership

With best wishes for your studies,

Elizabeth Christopher



UNIT OBJECTIVES

After completing this unit you should be able to do the following:

- * Sketch the 'big picture' in which global trade and government forces operate; and Summarise the major challenges faced by international managers (political, legal, economic and technological)
- * Present the arguments for and against social responsibility and ethical behaviour in multi-national enterprises
- * Identify major cultural characteristics, including communication styles, that characterise regions, nations, communities, organisations, groups and individuals
- * Discuss tactics for international negotiation
- * Describe common strategies for international alliances, including controls, labour relations and management
- * Present arguments for adopting particular leadership styles in given situations; and for varying motivational techniques depending on circumstances
- * Enhance generic skills (logical argument; critical thinking, leadership and teamwork, writing skills and problem solving).

LEARNING EXPECTATIONS AND TEACHING METHODS:

This unit is presented through two media:

1. A weekly classroom lecture combined with discussion. You are strongly advised to attend and prepare for these classes. It is your responsibility to seek assistance with any material you do not understand or in regard to any academic-related problem you are unable to solve. My consultation times are scheduled for this purpose; please make use of them.

2. The unit is backed up online. Lecture notes, reading material and a sample exam paper will be posted on the WebCt site for BBA340.

Online address for this Unit: <http://online.mq.edu.au/public/BBA340>

For help with WebCT, ask at the Student IT Help Desk, Level 1, Library or email support@library.mq.edu.au Web: <http://www.lib.mq.edu.au/support/ihelp>

Further online library assistance is available at: <http://www.lib.mq.edu.au/justask>

There are about 200 computers with fast internet access, Level 1, Library. After hours you can swipe your student card at the door, Level 1. All currently enrolled students have an email account. Once you are enrolled you can get to your account through

<http://www.student.mq.edu.au/>

Under "Unit web pages" enter Unit code or name; then click on "online teaching facility"

COPYRIGHT MATERIALS

Regulations forbid the use of university online facilities to reproduce copyright materials of any kind. Online access to the Unit is restricted to students enrolled in the Unit; and every access to the MUOTF server is logged. Privacy: see *Using WebCT: Technical Information* at: <http://online.mq.edu.au/docs/tecinf.html>

Log out of WebCT or close all browser windows if you use public or shared computers. If you don't, others using that computer can read your mail, etc.

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Email me on echristo@efs.mq.edu.au if you have any problems reading online material for BBA340.

SET TEXT

All students enrolled in BBA340 should acquire a copy of the set text, available from the University Coop Bookshop:

Arvind V Phatak, Rabi S Bhagat and Roger J Kashlak, International management: Managing in a diverse and dynamic global environment (McGraw-Hill Irwin, 2005)

The lectures have been written to support and add to the chapters in this textbook, though they do not always follow the same pattern as the book. You will find more case studies and readings online as well as those in the textbook. If you are strapped for cash and already possess a copy of a similar textbook (such as Helen Deresky, Global Management, or Hodgetts and Luthans, International Management) you can probably get by with that. But this is a fallback suggestion; you really need to buy the book!

ASSESSMENT:

IN ORDER TO PASS THIS COURSE YOU WILL NEED TO:

1. Complete one essay (worth 30%) and submit it by the due date (Week 7). This is the only item of coursework you are required to write, and it must gain at least a Pass (15 marks) to qualify you to sit the exam. **You will lose marks** if you do not give it to me in hard copy on or before Thursday April 14 or submit it by email by midnight of that day.

NOTE: there are only two ways by which you can submit this essay: either give it to me personally or email it to me at echristo@efs.mq.edu.au It will not be accepted by any other method.

2. Achieve at least a pass (i.e. at least 35 marks) in the final exam (value 70%)

ESSAY: Value: 30%; due date Week 7. Length 2,000 words +/- 500

ESSAY TOPICS (see "Guidelines for essay writing" and "How to cite references correctly" under ESSAYS; also READINGS; CASE STUDIES; ARTICLES AND DISCUSSIONS; LECTURE NOTES - all accessible from the icons on the home page, BBA340 online):

Choose **ONE** of the following:

* Give at least two examples of cultures or sub-cultures in which family and extended kinship networks play more or less important roles respectively in the workplace. How might these differing roles affect managers' behaviour in each case? Your essay should include appropriate references to the set text, to lecture notes and other material online for Weeks 4 and 5; and at least two more authorities on cultural differences.

* Discuss the criticisms against MNCs for their activities in less developed countries. Explain the arguments and counter-arguments in terms of social responsibility and ethics. Your essay



should refer to at least one article online for this Unit, to lecture notes for Week 3, to the set text and at least two other appropriate sources.

* Explain the differences between high- and low-context cultures, giving some examples of relevant workplace behaviour. What are some effects these behavioural differences might have on organisational communication? Refer to material online for this Unit, including lecture notes for Week 4, to the set text, and to at least two other sources, one of which must be E T Hall.

* Harris and Moran identify eight cultural variables. Explain, with examples, how each variable should assist international managers to apply appropriate workplace practices. Refer to at least two other writers in the field, to the set text and to material and lecture notes online for Week 4.

* Peter Berger identifies four global cultures (see lecture notes online for Week 1). Summarise and discuss his arguments, providing your own examples and referring to at least two other writers on global culture (e.g. Samuel Huntington, 1996 Clash of Civilizations and the Remaking of World Order)

* There are a number of short articles online for Week 2 on the risks companies face when they operate internationally. Discuss any THREE of these risks (internal or external) with examples, and reference to the set text, to lecture notes and at least two other reputable sources.

NOTE: THERE IS AN EXTENSIVE READING LIST ONLINE FOR THIS UNIT, ALSO A LONG LIST OF INTERNET REFERENCES. CLICK ON HOME PAGE ICON "READINGS"

EXAMINATION: Value: 70%; due date to be advised: 3 hours (plus 10 minutes' reading time). The examination will consist of:

PART A

- A case study on ONE of the topics presented during the session;
- Five short-answer questions on the case (6 marks each: 30 marks total).

PART B:

- FOUR short essays, each on any topic of your choice from the Unit (10 marks each: 40 marks total)

YOU WILL FIND A SAMPLE EXAM PAPER ONLINE (LOOK UNDER ICON "EXAM" ON HOME PAGE) WITH SUGGESTIONS FOR HOW THE QUESTIONS MIGHT BE ANSWERED.

Lecture notes will be online under home page icon "Lecture Notes" as soon as I can put them there after each classroom session. Each week's topic is designed to go with the relevant chapter in the set text.

TIMETABLE

Week 1: Going global; international business environments (Chapters 1 and 2 of the set text)
Week 2: Risks of going global (Chapters 3 and 4)



Week 3: Social responsibility and ethics (Chapter 17)
Week 4: The role of culture in international management (Chapter 5)
Week 5: Communication across cultures (Chapter 12)
Week 6: Negotiations and decisions (Chapter 13)
Week 7: International strategies (Chapters 6, 7 and 8)
Week 8: International alliances, control systems and labour relations (Chapters 9 and 10)
Week 9: Workforce diversity (Chapter 16)
Week 10: International management (Chapter 11)
Week 11: Motivation and leadership (Chapter 14)
Week 12: Motivation and leadership (Chapter 15)
Week 13: Revision and exam preparation

EXAMINATIONS

The University examination period in First Half Year 2005 is from 15 June to 29 June.

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://www.timetables.mq.edu.au/exam>

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/APSCons.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.

You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, that is the final day of the official examination period.

PLAGIARISM

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Undergraduate Studies* or on the web at: <http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

UNIVERSITY POLICY ON GRADING

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit.

The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark.

For an explanation of the policy see

<http://www.mq.edu.au/senate/MQUonly/Issues/Guidelines2003.doc> or

<http://www.mq.edu.au/senate/MQUonly/Issues/detailedguidelines.doc>.

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>.

ABOUT YOUR LECTURER, Elizabeth Christopher

I am both an academic and a practising consultant. I have designed and run management development programs in America, Britain, India, Japan and PNG. I still present papers occasionally at international conferences, am a reviewer for a couple of international journals and have published quite widely in my field. My company, Christopher & Boshier Pty Ltd, designs management training programs and publishes books and training manuals. I spent many years in the private sector before returning to university in 1979, when I taught at UNSW until 1983 and was awarded a PhD. Through the 1980s and '90s I was a visiting professor at various universities in the US, and wrote and taught undergraduate and graduate management study programs in Australia at Charles Sturt University in Bathurst. I supervise doctoral candidates and I am an Honorary Associate of Macquarie University.

I look forward to working with you.

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