



GRADUATE ACCOUNTING AND COMMERCE CENTRE

DIVISION OF ECONOMIC AND FINANCIAL STUDIES

BUS854
Managing cultural diversity in business

UNIT OUTLINE

Semester 1 Year 2006

ABOUT THIS UNIT

ASSUMED KNOWLEDGE:

It is assumed that business students at Master's level who enroll in this unit will have a basic knowledge and understanding of management principles.

UNIT DESCRIPTION AND CREDIT POINTS:

The purpose of this Unit is to explore practical problems and opportunities in managing cultural diversity in international organizations.

UNIT OBJECTIVES:

The objectives of the unit are to examine cultural aspects of the following:

- 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 in the management of diversity

TEACHING STAFF

Lecturer: Dr Elizabeth Christopher

Tel: 0417-236-531. Email: echristo@efs.mq.edu.au

CLASSES

CLASS TIMES March 1 - June 7

Wednesday, 10 am - 1 pm. Room E4B 316

CONSULTATIONS: after each session.

FACE TO FACE STUDY HOURS: 3 hours per week

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

SET TEXT

Helen Deresky, International Management: Managing across borders and cultures (Prentice Hall 2006): available from University Coop Bookshop.

Lectures support and add to the textbook; and there are more cases and readings online. Classroom sessions are backed up online with lecture notes, case studies, articles and discussion points on the ten major topics that make up the unit.

UNIT WEB PAGE

Online address for students to get passwords to access this Unit via WebCt:
<http://online.mq.edu.au/public/BUS854>

If students know their password they can go straight to:
<http://online.mq.edu.au> and log in.

For help with WebCT: 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>

LEARNING OUTCOMES

After completing this unit students 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).

TEACHING AND LEARNING STRATEGY

This unit is presented through three media:

1. A weekly classroom lecture.

2. Supported online on WebCt. <http://online.mq.edu.au>

Lecture notes, reading material and a sample exam paper will be posted.

3. The students themselves.

Nobody wants to listen to a lecture for 3 hrs every week. Much learning will be from peers. Students are expected to attend as many classes as they can and to offer themselves as a learning resource. At least one volunteer from each country represented in the class will give a short talk each week on some aspect of their culture e.g. objective (buildings, transport, industry, agriculture, art, music....or subjective (religion, beliefs, values...)

ASSESSMENT:

In order to pass this course students will need to:

- 1. Submit one essay (20 marks)
- 2. Participate in a group research project, including a class presentation, and submit a written report (20 marks),
- 3. Sit an end-of-semester written exam (60 marks)

Students will need to:

- - gain at least 20/40 marks for coursework to sit the exam;
- - achieve at least a 50% pass in the final exam (30 marks/60).

TIMETABLE

Week 1 March 1 2006: Going global (corresponds with Chapter 1 of set text)

Week 2 March 8: Social responsibility and ethics (Chapter 2 of set text)

Week 3 March 15: The role of culture (Chapter 3)

Week 4 March 22: Communication (Chapter 4)

Week 5 March 29: Negotiations and decisions (Chapter 5)

Week 6 April 5: International strategies (Chapter 6)

Week 7 April 12: Global alliances (Chapter 7). Individual essays due.

Break

Week 8 May 3: Structures and controls (Chapter 8).

Week 9 May 10: Workforce diversity and international management (Chs 9 and 10)

Week 10 May 17: Leadership and motivation (Chapter 11)

Weeks 11 and 12 May 24 and 31: group reports and discussion

Week 13 June 7: Examination (2 hours plus 10 minutes' reading time)

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

1. Essay writing: learning outcomes are to provide students with the opportunity to demonstrate the following:

- Understanding of relevant theoretical principles, through adequate explanation, application of key concepts and theories, drawing on relevant literature;
- Recognition of the place of the topic within the discipline as a whole, by acknowledgment of previous research;
- Reference to actual examples (i.e. synthesis of various pieces of information into an explanatory whole);
- Discussion is balanced, reasonable and realistic; argument is clear, logical and organized; relationships are made between different items; line of reasoning is easy to follow.

- The essay conforms to correct procedures for writing and presenting academic work, as generally accepted in actual practice.

2. Group research project, including a class presentation, and a written report: learning outcomes are to provide students with the opportunity to demonstrate the following:

- Theoretical and practical knowledge of the three major methods for academic research: interviews/case studies; surveys; and unobtrusive or non-intervention methods;
- Ability to work as a member of a task-oriented and multi-cultural team;
- Leadership qualities: the management of workforce diversity;
- Increased ability to write academic reports (based also on experience gained and feedback from the essay assignment).

3. End-of-semester written exam: learning outcomes are to provide students with the opportunity to demonstrate the following:

- They have **learned** something from study of BUS854 (i.e. that they know more now on the topic of managing cultural diversity in business than they did before they enrolled in the unit);
- They **understand** what they have learned, i.e. it was not all rote learning and memorisation;
- They can **apply** this knowledge through analysis, synthesis and evaluation, to relevant aspects of the management of cultural diversity in real life.

ASSESSMENT TASKS

1:- WRITE AN ESSAY: 20%

Due date: Week 7, ending Friday April 14 (the week before the break):

Hard copy or email: length 2,000 words +/- 500

See "Guidelines for essay writing" and "How to cite references correctly" online under Essays; also Readings; Case studies; Articles and discussions; Lecture notes - all accessible from the icons on the home page.

2: TAKE PART IN A GROUP RESEARCH PROJECT (20%).

Suggestions are online. Students will need to consult textbook(s) on research methods, reading list online. One/more members of each group will make a class presentation Week 12 (May 31). If the class is large, begin Week 11. Groups of 3-4 people should be formed by Wk 4. Groups should choose a topic from the list online – or consult Elizabeth about choice of topic. A list of recommended reading is online. See online for project guidelines

Full reports of group projects (approx. 2,000 words) must be submitted by email by midnight Wed May 31 for comments & grades to be returned before the exam.

3. EXAMINATION: VALUE: 60%

Details: see below

ALSO there are posted articles and discussion papers and other materials online for general interest, not part of assessment for this Unit.

Lecture slides will be on WebCT each week. Each week's topic goes with the relevant chapter in Helen Deresky International Management

WORD LENGTH OF EACH FORM OF ASSESSMENT

ESSAY (20%) length 2,000 words +/- 500: to be returned after the break.

NOTE: there are only two ways by which students can submit the essay: **EITHER** give it to Elizabeth as a hard copy, in class Week 7 **AND/OR** email it to her at echristo@efs.mq.edu.au by Saturday April 15 latest.

IT WILL NOT BE ACCEPTED BY ANY OTHER METHOD.

If Elizabeth does not acknowledge any electronic communication from any student within 24 hours, **she has not received it!**

GROUP RESEARCH PROJECT (20%).

One or more members of each group will make a presentation to the class, of about 15 minutes' duration, beginning Week 12 (May 31) and continuing in Week 11 if the class is large. Each group will provide a summary of its project.

Full reports of group projects (approx. 2,000 words) must be submitted by email by midnight Wed May 31 for comments & grades to be returned before the exam.

Students may be penalised if they do not submit each item of coursework by the due date, including work required for class.

EXAMINATION

EXAMINATION: VALUE: 60%

Date: last week of classes (Wk 13, June 7): 2 hours (plus 10 minutes' reading time).

Part A: Case study; 3 questions 10 marks each;

Part B: 3 short answers to any 3/6 questions(10 marks each).

- Sample exam paper is online.
- Dictionaries are permitted in the 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/APSCon.pdf>

You are advised that it is Macquarie University policy not to set early or delayed 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 University examination period, and can attend the exam at the designated time and place.

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 Postgraduate 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.

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