



**GRADUATE ACCOUNTING AND COMMERCE CENTRE**

**DIVISION OF ECONOMIC AND FINANCIAL STUDIES**

**BUS854**  
**Managing cultural diversity in business**

**UNIT OUTLINE**

**Semester 2 Year 2007**

## 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 the cultural dimensions of international management

### 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: different perspectives on 'reality'
- 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](mailto:echristo@efs.mq.edu.au)

## CLASSES

### CLASS TIMES:

Tuesdays, 10 am - 1 pm, Room E4B 316 (beginning July 31)

Repeat class Wednesdays, 12 pm - 3 pm, Room E4B 316 (beg. Aug 1)

**FACE TO FACE STUDY HOURS: 3 hours per week.**

**CONSULTATIONS: before or after each session or by appointment.**

## REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

### SET TEXT

Elizabeth Christopher (ed), 2007, Cross cultural management: Managing cultural diversity in international business (Pearson Education, Australia): available from University Coop Bookshop.

Lectures support and add to the textbook; and 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](mailto: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 combined with class discussion.**

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

Lecture notes, assignment details, assessment methods, 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. All students will each give a short talk (15 minutes approx) individually or in twos and threes, Weeks 3 through 10, on a specific aspect of their culture (topic to be negotiated).

#### ASSESSMENT:

**In order to pass this Unit students will be required to complete and submit the following:**

- 1. A short presentation to the class on relevant aspects of their culture – see list of topics (5% of total assessment for this task, no written report required). Presentations will begin Week 3.
- Any student who is unable or unwilling to make a class presentation may complete this assignment in the form of a 1,000-word essay on some aspect of their culture, and post it on the discussion board on WebCt
- 2. Write a case study on one of the topics provided (guidelines online) 15% max, approx 2,000 words)
- 3. Participate in a group research project, including a class presentation, and submit a written report (guidelines online, 20%, approx 2,000 words),
- 4. Sit a 2½ hour end-of-semester written exam (60%; sample exam online)

#### Students will need to:

- - complete all coursework and gain at least 20/40% total for assignments, to be eligible to sit the exam;
- - achieve at least a 50% pass in the final exam (30/60).

### TIMETABLE

Week	beginning	Topic
1	July 30 2007	Overview
2	August 6	Going global
3	August 13	Social responsibility and ethics. <b>CULTURAL CONTRIBUTIONS BEGIN IN CLASS AND RUN THROUGH WEEK 10 (5%)</b>
4	August 20	The role of culture <b>GROUPS FORM FOR GROUP PROJECT</b>
5	August 27	Communication
6	September 3	Negotiations and decisions
7	Sept 12	Global alliances
Break	Sept 17	
8	October 1	Monitoring and controlling international alliances <b>CASE STUDY DUE, 15%</b>
9	October 8	Workforce diversity and international mgt

10	Oct 15	Leadership and motivation
11	Oct 22	Group projects: verbal reports begin...
12	Oct29	...continue. WRITTEN REPORTS DUE, 20%
13	June 4	EXAM, 60% (2½ hours plus 10 minutes' reading time)

## RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

### 1. Case studies: learning outcomes are to provide students with the opportunity to demonstrate the following:

- Understanding how theoretical principles can be generalized from a specific situation or incident, and ability to explain key concepts;
- Recognition of how the major themes of the case fit within the discipline of cross cultural studies;
- Ability to synthesise details into an explanatory whole;
- Reasonable and realistic arguments and to make clear, logical and organized relationships between different features of the case;
- Ability to conform to correct procedures for writing and presenting academic work.

### 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 case study 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 inductively and deductively through analysis, synthesis and evaluation, to relevant aspects of the management of cultural diversity in real life.

## **ASSESSMENT TASKS INCLUDING WORD LENGTH**

### **1. INDIVIDUAL CLASS PRESENTATION**

Each week, beginning Week 3, through Week 10, student(s) will become 'cultural ambassadors' by informing the class of aspects of their cultural heritage.

In Weeks 1 and 2 a list of presenters and dates will be compiled and some examples provided of presentations by former students. Each presentation is expected to last between 5 and 15 minutes and no written report is required. Choose a topic from the list of suggestions online.

As an alternative, students may write and post (on the WebCt discussion board) a 1,000 word essay on some aspect of their culture

**(5% for this assignment)**

### **2. INDIVIDUAL WRITTEN CASE STUDY.**

Find a journal article, section of book chapter, case from a book - or create your own. Explain how this specific incident or activity illustrates one or more theoretical principles of cross cultural studies (see "Guidelines for writing cases studies, online).

**15%, date due: Week 8 (week after break).**

**Submission: by WebCt.**

**Length: about 2,000 words total.**

### **3: TAKE PART IN A GROUP RESEARCH PROJECT.**

Groups of 3-4 people should be formed by Week 4.

One or more members of each group will summarise its project to the class, in a presentation of about 15 minutes' duration, beginning Week 11 and continuing in Week 12.

Full written reports must be submitted by the end of Week 12 for comments & grades to be returned before the exam. Reports should conform in style and content to academic standards for report writing (see online).

Project guidelines, recommended readings and suggestions for research projects are all online - or consult Elizabeth about choice of topic. Students will need to consult textbook(s) on research methods (reading list online).

**This assignment is worth a total of 20% including class presentation and written report.**

**Due date for report: Week 12; submission by WebCt.**

**Length of report: approximately 2,000 words.**

**ALSO** there are readings 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 section of the textbook.

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

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

## EXAMINATION

### 3. EXAMINATION: VALUE: 60%

**Date: last week of classes (Week 13): 2½ hours (plus 10 minutes' reading time).**

Part A: Case study; 3 questions 10 marks each (10% each, 30% total);

Part B: 2 short discussions on any 2/6 topics (15% each, 30% total).

- Sample exam paper online.
- Dictionaries are not permitted in the exam

Only exceptions to sitting the examination at the designated time will be 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, i.e. 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>

The Macquarie experience is designed to lead students to a career in the city and a place in the world. It encourages life-long learning and links teaching to cutting-edge research. Macquarie seeks to develop generic skills for students, building flexible outcomes for life and for the workplace over a life's career.

These skills include:

- Foundation skills of literacy, numeracy and information technology; self-awareness and interpersonal skills, such as the capacity for self-management, collaboration and leadership;

Communication skills for effective presentation and cultural understanding;

- Critical analysis skills to evaluate, synthesise and judge;

- Problem-solving skills to apply and adapt knowledge to the real world; and creative thinking skills to imagine, invent and discover.

Source: Macquarie University Handbook