



FACULTY OF  
BUSINESS AND ECONOMICS

Unit Code: BUS854  
Unit Name: Managing Cultural  
Diversity in Business

First Semester, 2011

*Department of Marketing and Management*

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

<b>Year and Semester:</b>	<b>Semester 1, 2011</b>
<b>Unit convenor:</b>	<b>Dr Keson Loke</b>
<b>Prerequisites:</b>	Students at Master's level are assumed to have a sound knowledge and understanding of management principles.
<b>Credit points:</b>	<b>Four</b>

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, 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](mailto: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 owing to the integral nature of the group work and the limited capacity of the classrooms, it is not possible to switch between classes and students must attend the class for which they have registered.
- 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 10 of the 12 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 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 Library.

**TECHNOLOGY USED AND REQUIRED**

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

**UNIT WEB PAGE**

The web page for this unit can be found at: Blackboard <http://learn.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 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 study presentations, 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:

<b>Week</b>	<b>Week Beginning</b>	<b>Lecture: Topic and Reading</b>	<b>Case Study Presentation/Discussion</b>
1	21/2/2011	Relating Culture to Management <i>Chapter 1</i>	Discussion on Case Study analysis
2	28/2/2011	Understanding Cultural Differences <i>Chapter 3</i>	Ch 3 - Case Study: Australia and New Zealand: Doing business with Indonesia <i>Questions: 1, 2 &amp; 3</i>
3	7/3/2011	Communicating Across Cultures <i>Chapter 4</i>	Ch 4 - Case Study: Elizabeth Visits GPC's French Subsidiary <i>Questions: 1, 2 &amp; 3</i>
4	14/3/2011	Negotiating Conflicts Across Cultures <i>Chapter 5</i>	Ch 5 - Case Study: The Alcatel-Lucent Merger – What went wrong? <i>Questions: 1, 3 &amp; 5</i>
5	21/3/2011	Ethical Decision Making Across Cultures <i>Chapters 2 &amp; 5</i>	Ch 2 - Case Study: Nike's CSR Challenge <i>Questions: 3, 4 &amp; 5</i>
6	28/3/2011	Motivating Across Cultures <i>Chapter 11</i>	Ch 11 - Case Study: Motivation in Mexico (pp. 399 – 401) <i>Questions: * see Unit website</i>
7	4/4/2011	Leading Across Cultures <i>Chapter 11</i>	Ch 11 - Case Study: Sir Richard Branson: Global Leader in 2010 – Planes, Trains, resorts, and space Travel <i>Questions: 1, 2 &amp; 3</i>
8	11/4/2011	<b>BREAK</b>	
9	18/4/2011	<b>BREAK</b>	
10	25/4/2011	<b>PUBLIC HOLIDAY</b>	
11	2/5/2011	Managing Expatriates <i>Chapters 9 &amp; 10</i>	Ch 9 - Case Study: Kelly's Assignment in Japan <i>Questions: 1, 2 &amp; 4</i>
12	9/5/2011	Formulating Strategy Across Cultures <i>Chapter 6</i>	Ch 6 - Case Study: YouTube LLC: Going Global by Acting Local <i>Questions 2, 3 &amp; 4</i>
13	16/5/2011	Implementing Strategy Across Cultures <i>Chapter 7</i>	Ch 7 - Case Study: Aditya Birla Group: Global Vision – Indian Values <i>Questions: 1, 2 &amp; 3</i>
14	23/5/2011	Organising and Controlling Across Cultures <i>Chapter 8</i>	Ch 8 - Case: Acer Restructures for Global Growth <i>Questions 1, 2 &amp; 3</i>
15	30/5/2011	Revision / Exam briefing	<i>Q &amp; A session</i>

## 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.

	<b>Individual Class Participation (5%)</b>	<b>Individual Essay (15%)</b>	<b>Group Case Study (30%)</b>	<b>Final Exam (50%)</b>	<b>Total</b>
Description	Students are expected to participate actively and contribute positively to class discussions during each weekly class from weeks 2-7 and weeks 11-14.	Each student will submit a research essay on a cross-cultural management question.	This group case study assignment is made up of class presentation (10%) and report (20%).  Group Presentation is for 20 minutes followed by 10 minutes of class question and answer session.  Group Report will address 3 questions on the case study.	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	During classes from weeks 2-7 and weeks 11-14.	By 2359 hours on Monday, 28 March 2011 via Turnitin.	Respective groups will present one case study weekly from weeks 4-7 and weeks 11-14.  All power point	Please check the exam timetable for location and time.	

	<b>Individual Class Participation (5%)</b>	<b>Individual Essay (15%)</b>	<b>Group Case Study (30%)</b>	<b>Final Exam (50%)</b>	<b>Total</b>
			presentation slides, as well as reports are to be submitted to your Lecturer at the start of respective classes for your allocated presentations.		
Marking criteria/standards & expectations	Students are expected to contribute positively to class discussions on an active and regular basis.  See a document in icon “Assessment Tasks” on unit website for more details.	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 (1) answer the questions set for the case study; (2) make the presentation as interesting as possible.  See a document in icon “Assessment Tasks” on unit website for more details.	n/a	
Submission method	n/a	Via Turnitin and in class to Lecturer.	Via Turnitin and In class to Lecturer.	n/a	
Feedback	Verbal feedback will be given interactively when necessary during class discussions.  Overall written feedback will be given before the final exam.	Written feedback will be given in week 12 class.	Verbal feedback will be given after each weekly presentation in classes.  Written feedback will be given 1-2 weeks after presentation and submission of report in lectures.	n/a	
Estimated student workload (hours)	5 hours	15 hours	20 hours	30 hours	70 hours



	<b>Individual Class Participation (5%)</b>	<b>Individual Essay (15%)</b>	<b>Group Case Study (30%)</b>	<b>Final Exam (50%)</b>	<b>Total</b>
<b>Learning outcomes assessed:</b>					
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%
<b>Graduate capabilities assessed:</b>					
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%
<b>Total</b>	<b>5%</b>	<b>15%</b>	<b>30%</b>	<b>50%</b>	<b>100%</b>

- You must attend at least 10 of the 12 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.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 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 2011 is from 6 to 24 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/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. (Individual Divisions may wish to signal when the Division's Supplementaries are normally scheduled.)

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](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](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](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.