Unit Code: BBA340
Cross Cultural Management

Semester 2, 2009

Department of Business
Year and Semester: Semester 2, 2009

Unit Convenor: Dr Elizabeth Christopher

Prerequisites/co-requisites: There are none for this Unit but it is assumed that enrolled students will have a basic knowledge and understanding of management principles.

Students should read this Outline carefully at the start of semester. It contains essential information. If anything is unclear, please email Elizabeth on echristo@efs.mq.edu.au - or call her on 04 1723 6531.

ABOUT THIS UNIT

Credit Points: 3

This unit discusses the implications of increasing cultural differences between individuals and groups within and between organisations. In particular the unit examines practical problems and opportunities in managing human diversity in contemporary cross-cultural and international settings.

For the purpose of this Unit, culture is defined in its widest sense as:

- Accumulation of knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religion, notions of time, roles, spatial relations, concepts of the universe, and material objects and possessions: acquired by a group of people in the course of generations through individual and group behaviour;

The purpose of the unit is to explore cultural dimensions of international management. Specific objectives are to learn more about:

1. Managing cultural differences in international business environments;
2. Culture-based risks and challenges for international managers;
3. Differences in cultural views of social responsibility and corporate governance in multi-national enterprises;
4. The role of culture in management of diversity;
5. Communicating across cultures: different perspectives on ‘reality’
6. Cross cultural negotiation; cultural differences in tactics and manoeuvres;
7. Cultural bases for strategies in international alliances;
8. Differences in cultural views of control systems and labour relations;
9. Developing international managers;
10. Motivation and leadership in the management of diversity
TEACHING STAFF

Convenor:
- Dr Elizabeth Christopher
  Tel: 0417 236 531. Email: echristo@efs.mq.edu.au

Lecturers:
- Dr Meena Chavan,
  Tel: 9850-8468. Email: mchavan@efs.mq.edu.au
- Dominic Santangelo.
  Tel: 0449-889-399. Email: dominic_santangelo@yahoo.com.au

Consultation hours: before and after each class.

CLASSES
(Beginning Week 1, Monday August 3. Final classes Week 12, November 5 and 6)

- Thursdays: 12-3 pm. E4B 316 and 4-7 pm. E5A 107. (Lecturer: Dominic Santangelo)
- Fridays: 12-15 pm. W6B 345 and 17-20 pm. C5A 232 (Lecturer: Meena Chavan)
- Face to face study hours: 3 hours per week.
- The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
- An assessment requirement of this unit is that students shall attend at least 6/12 classes. If this requirement is not fulfilled without documented excuse, students cannot pass the unit.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

SET TEXT

Helen Deresky and Elizabeth Christopher, 2008, International Management: Managing across Borders and Cultures (Pearson Education Australia)

Obtainable from Macquarie University Coop Bookshop
Email: macq@coop-bookshop.com.au

Students should have their own copy of this text. There are some copies on the library shelves and in library reserve. Lectures support and add to the textbook but cannot replace it. It is a standard work of reference on cross cultural management, specifically addressed to the Australasian market.

Also in library reserve is a very useful book of readings: Elizabeth Christopher (editor), 2008, Managing cultural diversity in international business.

Classroom sessions are backed up online with lecture notes, case studies, articles and discussion points on the ten major topics above that make up the unit content.
LEARNING OBJECTIVES AND OUTCOMES

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

- Sketch the multicultural 'big picture' in which global trade and government forces operate; and summarise the major culture-based challenges faced by international managers (political, legal, economic and technological);

- Present a range of culture-based arguments concerning the need for 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 a range of culture-based tactics for international negotiation;

- Describe major cultural differences in views on strategy 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 (foundation skills of literacy, numeracy and information technology; self-awareness, interpersonal and communication skills; critical analysis; problem-solving; creative thinking; logical argument; leadership and teamwork).

TEACHING AND LEARNING STRATEGY

This unit is presented through four learning media:

- 1. Eleven weekly classroom lectures combined with class and small group discussions, quizzes and self-assessment.

  An assessment requirement of this unit is that students shall attend at least 5/11 classes. If this requirement is not fulfilled without documented excuse, students cannot pass the unit.

- 2. Lectures are supported online on Blackboard: http://learn.mq.edu.au

  Lecture notes, assignment details, assessment methods, case studies, reading and reference materials and a sample exam paper will be posted.

- 3. The set textbook; see details above.
• 4. 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 be invited to give a short talk (10 minutes maximum), Weeks 3 through 12, on a specific and personal aspect of their culture.

MORE LEARNING MATERIAL

• Readings online for general interest, not part of assessment for this Unit.
• Lecture notes will be on Blackboard each week. Each week's topic goes with the relevant section of the textbook.

ASSESSMENT:
In order to pass this Unit, students will be expected to:

1. Make a short presentation to the class on an aspect of their culture. Presentations will begin in Week 3. Final presentations Week 12. To gain the full grade, presentations should be a minimum of 5 minutes in length (maximum about 10 minutes depending on student numbers) 5%, no written report required.

2. Write a case study based on a news item of their own finding (examples and guidelines online); approx. 1,000 - 1,500 words, to be submitted online end of Week 7 Friday Sep 18; 20%

3. Sit a 90-minute mid-term written exam of 5 compulsory questions, in class time in Week 8 (the week after the break): 15%

4. Sit a 2-hour end-of-semester written exam (60%, sample exam online with suggestions for appropriate answers).

5. Attend at least 5/11 lectures.

STUDENTS WILL NEED TO:

• Obtain at least a Pass overall (20/40) for all required coursework to be eligible to sit the exam;
• Attend at least 5/11 lectures;
• Achieve at least a 50% pass in the final exam (30/60).

TIMETABLE

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<thead>
<tr>
<th>WEEK BEGINNING</th>
<th>TOPIC</th>
<th>SET TEXT</th>
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<tbody>
<tr>
<td>1</td>
<td>Monday Aug 3</td>
<td>Overview</td>
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<tr>
<td>2</td>
<td>Monday Aug 10</td>
<td>Going global</td>
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<td>3</td>
<td>Monday Aug 17</td>
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<td>Social responsibility and ethics</td>
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<td>4</td>
<td>Mon Aug 24</td>
<td>The role of culture</td>
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<td>5</td>
<td>Mon Aug 31</td>
<td>Communication</td>
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<td>6</td>
<td>Mon Sep 7</td>
<td>Negotiations and decisions</td>
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<td>7</td>
<td>Mon Sep 14</td>
<td>Strategic alliances</td>
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CULTURAL CONTRIBUTIONS BEGIN
TIMETABLE (continued….)

WEEK BEGINNING   TOPIC                  SET TEXT

8   Monday Oct 5                   MID-TERM EXAM  
    No lecture, No cultural contributions
9   Monday Oct 12                  Cultural factors in controls   Ch.8, 9
    for overseas subsidiaries
10  Monday Oct 19                  Working in international teams Ch.10
11  Monday Oct 26                  Leadership and motivation   Ch. 11
12  Monday Nov 2                   ...continued.                  Ch. 11
13  Monday Nov 9                   FINAL CLASS PRESENTATIONS

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

1. Attendance. Students are required to attend at least 5/11 lectures in this unit for the following reasons:
   
   • To listen, question and contribute to explanations and expansions of the material in the set text and other relevant literature;
   • To extend their knowledge of related literature;
   • To share ideas and opinions with the lecturer and other students;
   • To maintain momentum and enthusiasm for their studies.

2. Cultural contributions. Students will make a presentation to the class on some aspect of their culture. Objectives are:
   
   • To educate their fellow students and lecturer on some part of their culture;
   • To give students practice in public speaking;
   • To encourage students to think about their cultural heritage and to value it even more highly;
   • To help students self-identity through having to think about where they came from.

3. Case studies: learning outcomes are to provide students with the opportunity to demonstrate the following:
   
   • Understanding of how theoretical principles can be generalized from a specific, real life situation or incident; and ability to explain key concepts;
   • Recognition of how the major themes of the chosen news report fit within the discipline of cross cultural studies;
   • Ability to combine and collate various items of information in the selected case into an explanatory whole;
   • Reasonable and realistic arguments and ability to make clear, logical and organized relationships between different features of the chosen case;
• Ability to conform to correct procedures for writing and presenting academic work.

4. Mid-semester exam: objectives are to:

• Motivate students to learn;
• Give students the opportunity to assess their own learning in time to benefit from lecturers' feedback;
• Provide practice in exam writing;
• Encourage self-leadership and self-management of learning.

5. End-of-semester written exam: learning outcomes are to provide students with opportunities 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 aspects of the management of cultural diversity in real life.

ASSESSMENT TASKS IN MORE DETAIL, INCLUDING WORD LENGTH

INDIVIDUAL CLASS PRESENTATION

Each week, beginning Week 3, through Week 12, students are required to become 'cultural ambassadors' by informing the class of personal aspects of their cultural heritage. In Weeks 1 and 2 a list of presenters and dates will be circulated and compiled; and some examples provided of presentations by former students. Each presentation should be for a minimum of 5 minutes and no written report is required. All presentations of at least minimum length will receive the full grade of 5% for their contribution to the unit learning.

In exceptional circumstances, such as work commitments that prevent students from making a class presentation, students should discuss an alternative with their lecturer.

MID-SEMESTER SHORT-ANSWER EXAM

In class time, Week 8, after the break, students will write short answers to 5 questions on topics covered in Weeks 1 through 7. This will be a 90 minute exam (no lecture will be given and no cultural contributions made). Students will have approximately 17 minutes to answer each question (allowing for a final read-through of answers) and each is worth a maximum of 3% (total 15%). An example of a previous exam, with suggestions for answers, is online.

INDIVIDUAL WRITTEN CASE STUDY
(To be submitted via Blackboard end of Week 10: value 20%).
Students will find a news item online or scanned and explain how it illustrates one or more theoretical principles of cross cultural studies (see examples and "Guidelines for writing cases studies", online). News items are expected to be not more than 1,000 words, preferably less, and must be included with the online assignment submission. Students will be expected to write about 1,000 - 1,500 words of discussion of the chosen case. See examples on Blackboard.

EXAMINATION: VALUE: 60% max
Date: TBA. 2 hours (plus 10 minutes' reading time);
Part A: Case study; 3 questions 10 marks each (30 marks total);
Part B: 2 short discussions on any 2/5 topics (15 marks each);

Sample exam paper online

The final examination for this unit will be held during the University Examination period beginning Monday November 16, 2009. Students are expected to present themselves for examination at the time and place designated in the University Examination Timetable, available in draft approximately 8 weeks before the examinations begin and in Final form approximately 4 weeks before the exams.
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 students 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 Faculties may wish to signal when the Faculties' Supplementary Exams are normally scheduled.) Students 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, i.e. 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.

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