MGMT5602 Cross-Cultural Management - 2024

Published on the 25 Aug 2024

General Course Information

Course Code : MGMT5602
Year : 2024
Term : Term 3
Teaching Period : T3
Is a multi-term course? : No
Faculty : UNSW Business School
Academic Unit : School of Management and Governance
Delivery Mode : In Person
Delivery Format : Standard
Delivery Location : Kensington
Campus : Sydney
Study Level : Postgraduate
Units of Credit : 6

Useful Links

Handbook Class Timetable

Course Details & Outcomes

Course Description

'Cross-Cultural Management' provides you with an understanding of the contextual knowledge, cross cultural skills and varying perspectives required to manage and work across borders and cultures in a changing global business environment. The course provides conceptual

frameworks for systematically understanding the notion of culture, cultural synergies and differences, and the convergence and divergence in cultural norms and values. It incorporates topics that highlight the impact of culture in the international business environment, explores the multiple dimensions of culture and considers the implications for management. The course will also draw attention to more recent developments in the global business environment, especially in relation to emerging economies and the developing world, and the implications for international business and management. Through problem based learning, authentic case studies and critical analysis, the course explores practical solutions for managing in cross cultural business contexts.

Course Aims

This course aims to:

• Develop greater awareness of the changing global business environment;

• Provide conceptual frameworks for systematically understanding the notion of culture, cultural synergies and differences;

• Enable students to develop the knowledge, skills and capabilities required to manage across borders and cultures;

• Enhance students' intercultural communication skills and interactions;

• Provide opportunities to apply the knowledge and understanding gained through experiential and problem-based learning;

• Encourage students to reflect on their own cultural competence and identify areas for improved performance.

The course links with other areas and courses that comprise the International Business specialisation and beyond, to encourage interdisciplinary learning relevant to IB.

Relationship to Other Courses

This course aims to:

Develop greater awareness of the changing global environment and understanding of the implications for international business and management;

Provide conceptual frameworks for systematically understanding the cross-cultural contexts of international business, and theoretical concepts relating to culture, cultural synergies and differences;

Enable students to develop the knowledge, skills and capabilities required to work and manage across cultures;

Enhance students' understanding of workforce diversity and develop competence in intercultural communication and cross-cultural interactions;

Provide opportunities to apply the knowledge and understanding gained through experiential and problem-based learning;

Encourage students to reflect on their own cultural competence and areas for improved performance in the workplace;

Link with related areas of study and courses that comprise the International Business specialisation and beyond, to encourage interdisciplinary learning and facilitate the acquisition of broadly based knowledge about global issues relevant to International Business.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Critically analyse cultural differences, conduct comparative analyses and consider the impact on global business organisations.	• PLO1 : Business Knowledge
CLO2 : Apply problem solving strategies to cross cultural issues and present informed arguments in support of culturally sensitive and socially responsible behaviour in business.	• PLO2 : Problem Solving
CLO3 : Construct written work which is clearly and logically presented, with evidence of persuasive arguments, culturally sensitive communication and linguistic accuracy	• PLO3 : Business Communication
CLO4 : Use oral communication skills to present ideas in a succinct and clear manner, and engage in culturally sensitive communication	• PLO3 : Business Communication
CLO5 : Work cohesively in a cross-cultural team and demonstrate understanding of problem solving strategies in diverse teams.	• PLO4 : Teamwork
CLO6 : Present a range of cultural arguments concerning the need for corporate and social responsibility and ethical behaviour in business, and be able to incorporate the UN Sustainable Goals in local and global business contexts.	• PLO5 : Responsible Business Practice
CLO7 : Identify and describe culture and cultural differences in the workplace, identify the desirable competencies for an effective global manager, demonstrate cultural sensitivity and emotional intelligence in business and the workplace.	• PLO6 : Global and Cultural Competence

Course Learning Outcomes	Assessment Item
CLO1 : Critically analyse cultural differences, conduct comparative analyses and consider the impact on global business organisations.	• Class (Lecture and Tutorial) Preparation and Engagement • Capstone Case Analysis • Group Case Presentation • Cross-cultural and Comparative Report
CLO2 : Apply problem solving strategies to cross cultural issues and present informed arguments in support of culturally sensitive and socially responsible behaviour in business.	• Capstone Case Analysis • Cross-cultural and Comparative Report
CLO3 : Construct written work which is clearly and logically presented, with evidence of persuasive arguments, culturally sensitive communication and linguistic accuracy	• Capstone Case Analysis • Cross-cultural and Comparative Report
CLO4 : Use oral communication skills to present ideas in a succinct and clear manner, and engage in culturally sensitive communication	• Class (Lecture and Tutorial) Preparation and Engagement • Group Case Presentation
CLO5 : Work cohesively in a cross-cultural team and demonstrate understanding of problem solving strategies in diverse teams.	• Cross-cultural and Comparative Report
CLO6 : Present a range of cultural arguments concerning the need for corporate and social responsibility and ethical behaviour in business, and be able to incorporate the UN Sustainable Goals in local and global business contexts.	• Group Case Presentation • Capstone Case Analysis • Cross-cultural and Comparative Report
CLO7 : Identify and describe culture and cultural differences in the workplace, identify the desirable competencies for an effective global manager, demonstrate cultural sensitivity and emotional intelligence in business and the workplace.	• Group Case Presentation • Capstone Case Analysis • Cross-cultural and Comparative Report

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

The teaching approach adopted in this course is based on knowledge sharing, active

engagement and experiential learning in the form of case studies, real life examples, scenarios,

videos and interactive activities. Consequently, your active participation and contribution to

classroom learning are essential. You will be provided with theoretical knowledge and

frameworks specific to the course and its sub-topics, and cases and cross cultural problems for

resolving. You are expected to contribute to the learning process by critically evaluating the information presented, and by relating theories and concepts discussed in class to your own knowledge and experience. To learn and perform well in this course, you must be an active participant, prepare all readings and review cases set for each lecture and tutorial, and be prepared to read and explore ideas beyond the course.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Class (Lecture and Tutorial) Preparation and Engagement Assessment Format: Individual	25%	Start Date: Not Applicable Due Date: Weekly	• PLO1 : Business Knowledge • PLO3 : Business Communication
Capstone Case Analysis Assessment Format: Individual Short Extension: Yes (2 days)	25%	Start Date: 13/11/2024 09:00 AM Due Date: 19/11/2024 04:00 PM	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO6 : Global and Cultural Competence • PLO7 : Leadership Development
Group Case Presentation Assessment Format: Group	25%	Start Date: Weeks 4 to 10 Due Date: Weeks 4 to 10	• PLO4 : Teamwork • PLO3 : Business Communication • PLO6 : Global and Cultural Competence
Cross-cultural and Comparative Report Assessment Format: Individual Short Extension: Yes (2 days)	25%	Start Date: Not Applicable Due Date: 25/10/2024 04:00 PM	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO6 : Global and Cultural Competence

Assessment Details
Class (Lecture and Tutorial) Preparation and Engagement

Assessment Overview

To help students learn course content in a collaborative manner.

Course Learning Outcomes

- CLO1 : Critically analyse cultural differences, conduct comparative analyses and consider the impact on global business organisations.
- CLO4 : Use oral communication skills to present ideas in a succinct and clear manner, and engage in culturally sensitive communication

Detailed Assessment Description

You will be assessed on both lecture (10%) and tutorial (15%) engagement weekly.

Assignment submission Turnitin type

Not Applicable

Generative AI Permission Level

Not Applicable

Generative AI is not considered to be of assistance to you in completing this assessment. If you do use generative AI in completing this assessment, you should attribute its use.

For more information on Generative AI and permitted use please see here.

Capstone Case Analysis

Assessment Overview

To help students apply research on course concepts to businesses.

Course Learning Outcomes

- CLO1 : Critically analyse cultural differences, conduct comparative analyses and consider the impact on global business organisations.
- CLO2 : Apply problem solving strategies to cross cultural issues and present informed arguments in support of culturally sensitive and socially responsible behaviour in business.
- CLO3 : Construct written work which is clearly and logically presented, with evidence of persuasive arguments, culturally sensitive communication and linguistic accuracy
- CLO6 : Present a range of cultural arguments concerning the need for corporate and social responsibility and ethical behaviour in business, and be able to incorporate the UN Sustainable Goals in local and global business contexts.
- CLO7 : Identify and describe culture and cultural differences in the workplace, identify the desirable competencies for an effective global manager, demonstrate cultural sensitivity and emotional intelligence in business and the workplace.

Detailed Assessment Description

You will apply cross cultural concepts learned in this course to analyze a business case. You will have one week to read the case and answer all the set questions.

Assessment Length

1250 words

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Generative AI Permission Level

Simple Editing Assistance

In completing this assessment, you are permitted to use standard editing and referencing functions in the software you use to complete your assessment. These functions are described below. You must not use any functions that generate or paraphrase passages of text or other media, whether based on your own work or not.

If your Convenor has concerns that your submission contains passages of AI-generated text or media, you may be asked to account for your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

For more information on Generative AI and permitted use please see here.

Group Case Presentation

Assessment Overview

To help students apply course content to business settings and practice their teamwork skills.

Course Learning Outcomes

- CLO1 : Critically analyse cultural differences, conduct comparative analyses and consider the impact on global business organisations.
- CLO4 : Use oral communication skills to present ideas in a succinct and clear manner, and engage in culturally sensitive communication
- CLO6 : Present a range of cultural arguments concerning the need for corporate and social responsibility and ethical behaviour in business, and be able to incorporate the UN Sustainable Goals in local and global business contexts.
- CLO7 : Identify and describe culture and cultural differences in the workplace, identify the desirable competencies for an effective global manager, demonstrate cultural sensitivity and emotional intelligence in business and the workplace.

Detailed Assessment Description

You will be placed into group at the start of term and assigned a week to present the assigned tutorial case for that week. You group will read and analyse that case and present your analysis and recommendations to class.

Assessment Length

20 min

Assignment submission Turnitin type

This is not a Turnitin assignment

Generative AI Permission Level

No Assistance

This assessment is designed for you to complete without the use of any generative AI. You are not permitted to use any generative AI tools, software or service to search for or generate information or answers.

For more information on Generative AI and permitted use please see here.

Cross-cultural and Comparative Report

Assessment Overview

To help students reflect on course content.

Course Learning Outcomes

- CLO1 : Critically analyse cultural differences, conduct comparative analyses and consider the impact on global business organisations.
- CLO2 : Apply problem solving strategies to cross cultural issues and present informed arguments in support of culturally sensitive and socially responsible behaviour in business.
- CLO3 : Construct written work which is clearly and logically presented, with evidence of persuasive arguments, culturally sensitive communication and linguistic accuracy
- CLO5 : Work cohesively in a cross-cultural team and demonstrate understanding of problem solving strategies in diverse teams.
- CLO6 : Present a range of cultural arguments concerning the need for corporate and social responsibility and ethical behaviour in business, and be able to incorporate the UN Sustainable Goals in local and global business contexts.
- CLO7 : Identify and describe culture and cultural differences in the workplace, identify the desirable competencies for an effective global manager, demonstrate cultural sensitivity and emotional intelligence in business and the workplace.

Detailed Assessment Description

You will write a comparative cultural report on two countries on a specific topic (such as conflict resolution, communication, leadership, motivation, negotiation, and ethics) covered in this course. Based on the analysis, you will provide recommendations on how to manage tthe cultural differences when people from these two countries work together.

Assessment Length

1500 words

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Generative AI Permission Level

Simple Editing Assistance

In completing this assessment, you are permitted to use standard editing and referencing functions in the software you use to complete your assessment. These functions are described below. You must not use any functions that generate or paraphrase passages of text or other media, whether based on your own work or not.

If your Convenor has concerns that your submission contains passages of AI-generated text or media, you may be asked to account for your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

For more information on Generative AI and permitted use please see here.

General Assessment Information

Grading Basis

Standard

Requirements to pass course

You need to complete all four assessments in order to pass this course.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 9 September - 15 September	Lecture	The Context of Global Management
Week 2 : 16 September - 22 September	Lecture	Cutural Values and Comparative Cultural Models 1
Week 3 : 23 September - 29 September	Lecture	Cultural Values and Comparative Cultural Models 2
Week 4 : 30 September - 6 October	Lecture	Managing Cultural Conflicts
Week 5 : 7 October - 13 October	Lecture	Communicating across Cultures
Week 6 : 14 October - 20 October	Other	Flexi Week - Individual Study Time
Week 7 : 21 October - 27 October	Lecture	Leading and Motivating in Global Organisations
Week 8 : 28 October - 3 November	Lecture	Negotiating across Culture
Week 9 : 4 November - 10 November	Lecture	Resolving Ethical Conflicts
Week 10 : 11 November - 17 November	Lecture	Coordinating Global Teams
Week 11 : 18 November - 24 November	Assessment	Capstone Case Submission

Attendance Requirements

Please note that lecture recordings are not available for this course. Students are strongly encouraged to attend all classes and contact the Course Authority to make alternative arrangements for classes missed.

Course Resources

Prescribed Resources

The required textbook for the course is:

Steers, R. M., Osland, J.S. and Szkudlarek, B. (2024) Management Across Cultures. 5th Edition. Cambridge: Cambridge University Press.

Paper copies of the textbook are available at the UNSW Bookshop and more information can be obtained from the following link:

https://www.bookshop.unsw.edu.au/details.cgi?ITEMNO=9781009359313

Digital ebook: https://unswbookshop.vitalsource.com/products/-v9781009359269

Additional Readings and Resources (for more details see the course Moodle site)

Course Evaluation and Development

In this course, we will seek your feedback through formal end of semester MyExperience responses. We also welcome any other forms of feedback for continuous improvement of the course.

Example of previous improvements made in the course on the basis of student feedback include: streamlining of the topics to avoid repetition with other International Business courses, refining of the assessment tasks to manage time and the length of the course, and assessing engagtement during lecture.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Lecturer	Steven Lui		Room 556, 5/F UNSW Business School		by appointment	No	Yes
Tutor	Lakshmi Bose		5/F UNSW Business School		email for consultation	No	No
	Maria George		5/F UNSW Business School		email for consultation	No	No
	Graeme Taylor		5/F UNSW Business School		email for consultation	No	No
	Moureen Wong		5/F UNSW Business School		email for consultation	No	No

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the Policies and Guidelines page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are

developed across the duration of a program. PLOs are, in turn, directly linked to UNSW graduate capabilities. More information on Coursework PLOs is available on the Policies and Guidelines page. For PG Research PLOs, including MPDBS, please refer to UNSW HDR learning outcomes.

Academic Honesty and Plagarism

As a student at UNSW you are expected to display academic integrity in your work and interactions. Where a student breaches the UNSW Code of Conduct with respect to academic integrity, the University may take disciplinary action. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Code of Conduct, it is strongly recommended that you complete the Working with Academic Integrity module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SHORT EXTENSIONS

Short Extension is a new process that allows you to apply for an extended deadline on your assessment without the need to provide supporting documentation, offering immediate approval during brief, life-disrupting events. Requests are automatically approved once submitted.

Short extensions are ONLY available for some assessments. Check your course outline or Moodle to see if this is offered for your assessments. Where a short extension exists, all students enrolled in that course in that term are eligible to apply. Further details are available the UNSW Current Students page.

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable.

Applications can only be made online and will NOT be accepted by teaching staff. Applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application. The majority of applications will be processed within 3-5 working days.

For further information, and to apply, see Special Consideration on the UNSW [Current Students](#) page.

LATE SUBMISSION PENALTIES

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. In the case of an approved Equitable Learning Plan (ELP) provision, special consideration or short extension, the late penalty applies from the date of approved time extension. After five days from the extended deadline, the assessment cannot be submited.

An assessment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assessment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a protocol under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to this page.
- Students in the **School of Banking & Finance** should also refer to this page.
- Students in the **School of Information Systems & Technology Management** should also refer to this page.

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the myExperience survey, which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

QUALITY ASSURANCE

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly

advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.