



UNSW Course Outline

ZBUS2206 Managing People Across Cultures - 2024

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General Course Information

Course Code : ZBUS2206

Year : 2024

Term : Semester 2

Teaching Period : Z2

Is a multi-term course? : No

Faculty : UNSW Canberra

Academic Unit : UC School of Business

Delivery Mode : In Person

Delivery Format : Standard

Delivery Location : UNSW Canberra at ADFA

Campus : UNSW Canberra

Study Level : Undergraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

This elective course introduces students to the knowledge and approaches they will need to manage across borders and cultures. The course provides conceptual and theoretical frameworks for understanding cultural differences, as well as the dynamics and challenges of

cross-cultural communication in multicultural work teams and organisations, at home and internationally.

Course Aims

This course aims to provide students with:

- critical knowledge and skills to effectively interact and manage work environments that include people from cultures other than their own
- conceptual and theoretical frameworks for developing an understanding of the potential people problems that arise from different cultural backgrounds and how these challenges impact upon managing work in organisations.

Course Learning Outcomes

Course Learning Outcomes
CLO1 : Identify major cultural characteristics, including communication styles, that characterise regions, nations, communities, organisations, groups and individuals.
CLO2 : Demonstrate knowledge of the issues, opportunities and challenges of managing people across cultures.
CLO3 : Critically engage with the theory and practice of managing across a cultural team.
CLO4 : Apply a comparative cultural framework to prepare for a global assignment.

Course Learning Outcomes	Assessment Item
CLO1 : Identify major cultural characteristics, including communication styles, that characterise regions, nations, communities, organisations, groups and individuals.	<ul style="list-style-type: none">• Pre departure cross cultural brief• Final exam
CLO2 : Demonstrate knowledge of the issues, opportunities and challenges of managing people across cultures.	<ul style="list-style-type: none">• Major assignment• Final exam
CLO3 : Critically engage with the theory and practice of managing across a cultural team.	<ul style="list-style-type: none">• Major assignment• Final exam
CLO4 : Apply a comparative cultural framework to prepare for a global assignment.	<ul style="list-style-type: none">• Pre departure cross cultural brief• Major assignment

Learning and Teaching Technologies

Moodle - Learning Management System | Echo 360

Learning and Teaching in this course

This course has a 1.5 hour lecture and Q&A each week. Students are encouraged to come with questions to the lecture. The interactive tutorials are 1.5 hours each week and include team presentations, tutorial questions, case readings and simulation activities. The reading guide is available on the course Moodle page each week.

Workload

Students are expected to undertake an average of 10 hours of study per week for a 6 UOC course. This includes engagement with course readings and other activities, assessment preparation and research, as well as contact time with the lecturer and fellow students.

Other Professional Outcomes

Developing Program Attributes

Students will be encouraged to develop the following School of Business program attributes by undertaking the course activities and mastering the knowledge content:

1: Business knowledge

Students will make informed and effective selection and application of knowledge in a discipline or profession, in the contexts of local and/or global business.

2: Problem solving

Students will define and address business problems, and propose effective evidence-based solutions, through the application of rigorous analysis and critical thinking.

3: Business communication

Students will harness, manage, and communicate business information effectively using multiple forms of communication across different channels.

4: Teamwork

Students will interact and collaborate effectively with others to achieve a common business purpose of fulfil a common business project, and reflect critically on the process and the outcomes.

5: Responsible business practice

N/A

6: Global and cultural competence

Students will be aware of business systems in the wider world and actively committed to recognise and respect the cultural norms, beliefs and values of others, and will apply this knowledge to interact, communicate and work effectively in diverse environments.

7: Leadership development

N/A

Developing Graduate Capabilities

Successful completion of this course contributes to the acquisition of UNSW graduate capabilities. UNSW aspires to develop globally focused graduates who are **rigorous scholars**, capable of **leadership** and **professional practice** in an **international** community.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates
Pre departure cross cultural brief Assessment Format: Group	25%	Start Date: Not Applicable Due Date: In class Post Date: 25/10/2024 12:00 AM
Major assignment Assessment Format: Individual Short Extension: Yes (2 days)	35%	Start Date: Not Applicable Due Date: 15/09/2024 11:59 PM Post Date: 29/09/2024 05:00 PM
Final exam Assessment Format: Individual	40%	Start Date: Not Applicable Due Date: Exam week Post Date: 28/11/2024 03:00 PM

Assessment Details

Pre departure cross cultural brief

Assessment Overview

Pre departure presentation and written brief.

Course Learning Outcomes

- CLO1 : Identify major cultural characteristics, including communication styles, that characterise regions, nations, communities, organisations, groups and individuals.
- CLO4 : Apply a comparative cultural framework to prepare for a global assignment.

Detailed Assessment Description

This is a groupwork assignment in which students will have the opportunity to prepare a pre-departure country brief for staff to be posted to a country of their choice. The task includes both

a presentation and written brief.

Further information will be available on Moodle on 15 July 2024.

Permitted use of AI tools: SIMPLE EDITING ASSISTANCE

For this assessment task, you may use AI-based software to research and prepare prior to completing your assessment. You are permitted to use standard editing and referencing functions in word processing software – e.g., this includes spelling and grammar checking and reference citation generation in the creation of your submission. You must not use any functions that generate or paraphrase text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text you may be asked to explain 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.

Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.

Assessment Length

1500 words

Submission notes

This is to be presented in the tutorial and teams will enrol in a group on Moodle

Assignment submission Turnitin type

This is not a Turnitin assignment

Major assignment

Assessment Overview

Cross cultural analysis of a popular film.

Course Learning Outcomes

- CLO2 : Demonstrate knowledge of the issues, opportunities and challenges of managing people across cultures.
- CLO3 : Critically engage with the theory and practice of managing across a cultural team.
- CLO4 : Apply a comparative cultural framework to prepare for a global assignment.

Detailed Assessment Description

This assessment task will be a cross cultural analysis of a popular film of the student's choice, in which they will apply Hofstede's 6 cultural dimensions to understand the cultural differences portrayed in the film.

Further information will be released on Moodle on 15 July 2024.

Permitted use of AI tools: SIMPLE EDITING ASSISTANCE

For this assessment task, you may use AI-based software to research and prepare prior to completing your assessment. You are permitted to use standard editing and referencing functions in word processing software – e.g., this includes spelling and grammar checking and reference citation generation in the creation of your submission. You must not use any functions that generate or paraphrase text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text you may be asked to explain 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.

Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.

Assessment Length

2000 words

Assignment submission Turnitin type

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

Final exam

Assessment Overview

Case study analysis.

Course Learning Outcomes

- CLO1 : Identify major cultural characteristics, including communication styles, that characterise regions, nations, communities, organisations, groups and individuals.
- CLO2 : Demonstrate knowledge of the issues, opportunities and challenges of managing

people across cultures.

- CLO3 : Critically engage with the theory and practice of managing across a cultural team.

Detailed Assessment Description

This final exam will be a case study analysis. Students will receive the case study ahead of the exam and write their analysis of the case during the exam.

Further information will be released 1 month before exam week.

Permitted use of AI tools: SIMPLE EDITING ASSISTANCE

For this assessment task, you may use AI-based software to research and prepare prior to completing your assessment. You are permitted to use standard editing and referencing functions in word processing software – e.g., this includes spelling and grammar checking and reference citation generation in the creation of your submission. You must not use any functions that generate or paraphrase text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text you may be asked to explain 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.

Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.

Assessment Length

1500 words

Submission notes

This exam will be completed through Inspera, accessible via the course Moodle site

Assignment submission Turnitin type

This is not a Turnitin assignment

General Assessment Information

Referencing

APA 7th Edition.

Ethical and Responsible Use of Artificial Intelligence at UNSW

At UNSW, students must use artificial intelligence ethically and responsibly.

This includes:

- Adhering to course/assessment guidelines regarding use of AI tools;
- Acknowledging AI-generated content in your assessments, following UNSW guidance on [Referencing and acknowledging the use of artificial intelligence tools](#). In the School of Business, students are required to include a cover sheet/declaration for all assessments (see the Assessments Hub on the Course Moodle site). If you do not submit a completed cover sheet/declaration with your assessment, you will be emailed to request resubmission of your assessment with the required cover sheet/declaration (noting your assessment will not be graded until the cover sheet is included);
- Not including your own or others' personal or private information in prompts;
- Verifying and critiquing all AI generated material; and
- Avoiding using AI tools to translate your writing.

Please refer to [Ethical and Responsible Use of Artificial Intelligence at UNSW](#) for further information.

Short Extensions (School of Business, Undergraduate)

An automatic Short Extension (without documentation) of **two calendar days** may be available for some assessment tasks in this course. Please check assessment instructions and further guidance on the course Moodle site.

You can apply by accessing the Short Extension Student Portal on the [Special Consideration login page](#).

Applications for Short Extensions MUST be submitted before the assessment due date. Late applications are not permitted. If you do not apply on time, you will have to submit a Special Consideration application with the appropriate supporting documentation, within 3 working days of the assessment due date.

Only one Short Extension can be granted for any given assessment. All subsequent extension requests must be submitted as a Special Consideration application.

For assessment tasks where a Short Extension is not available, students needing an extension (of any duration) must apply via the Special Consideration process.

Special Consideration

Applications for Special Consideration should be submitted BEFORE the assessment due date.

If extenuating circumstances prevent you from submitting an application before the due date, please notify your course convenor by email and submit the application as soon as possible.

If your application is approved, the outcome may be one of the following:

- A supplementary or alternative assessment,
- An extended deadline for the assessment (note the extension granted is normally equivalent to the period of impact outlined in your supporting documentation),
- An aggregated or averaged mark derived from other comparable completed assessments.

Please note, applying for Special Consideration does not automatically mean that you will be granted additional assessment, or that you will be awarded an amended result.

More information on Short Extensions and Special Consideration: <https://www.student.unsw.edu.au/special-consideration>.

Late Submission of Assessment

UNSW has a standard late submission penalty of:

- 5% per day,
- for all assessment tasks where a penalty applies,
- capped at five days (120 hours) from the assessment submission deadline. In case of 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 original or extended deadline, a student cannot submit an assessment, and
- no permitted variation.

Students are expected to manage their time to meet assessment task submission and completion deadlines, and to apply for extensions as early as possible before the assessment task deadline.

Grading Basis

Standard

Requirements to pass course

Students must achieve at least 50% overall to pass the course. Students are expected to engage actively in course learning activities and attempt all assessment requirements in the course.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 15 July - 19 July	Topic	Introduction lecture No tutorials in Week 1
Week 2 : 22 July - 26 July	Topic	Globalisation and management challenges First tutorials this week, choose group presentation teams
Week 3 : 29 July - 2 August	Topic	What is culture?
Week 4 : 5 August - 9 August	Topic	Understanding national cultural differences
Week 5 : 12 August - 16 August	Topic	Communication across cultures No lecture, lost to compensation day. Lecture recording will be posted to Moodle. Compensation Day: Friday 16 August classes to be delivered on Tuesday 13 August. Tuesday 13 August lost.
Week 6 : 19 August - 23 August	Topic	Organisational Cultures
Week 7 : 9 September - 13 September	Topic	Leading global organisations
	Assessment	Major assignment due: 15 September 23:59 via Turnitin submission box.
Week 8 : 16 September - 20 September	Topic	International negotiations and conflict No Wednesday tutorials
Week 9 : 23 September - 27 September	Topic	Ethical dilemmas
Week 10 : 30 September - 4 October	Topic	Work and motivation across cultures
Week 11 : 7 October - 11 October	Topic	Global Teams No Thursday tutorials
Week 12 : 14 October - 18 October	Topic	Global assignments
Week 13 : 21 October - 25 October	Topic	Conclusion and exam preparation

Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

General Schedule Information

Please see the course Moodle site for more information.

Course Resources

Prescribed Resources

Steers, R. M., Sanchez-Runde, C. J., & Luciara Nardon. (2010). *Management across cultures*. Cambridge University Press.

✉ eBook available through the [UNSW Canberra Academy Library](#).

Recommended Resources

See course reading list on Moodle for full details.

Course Evaluation and Development

Feedback will be gathered informally in class through student feedback and formally at the end of semester through myExperience.

Student evaluation enables the continuous improvement of this course to reflect the feedback from students. For this course, we have addressed previous student feedback by shortening the tutorials to 1.5 hours, and we are using an eBook available via the UNSW Canberra Academy Library.

Important note: Students are reminded that any feedback provided should be constructive and professional and that they are bound by the [UNSW Code of Conduct and Values](#).

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Dr Nelia Hyndman-Rizk		Building 27, Room 305, School of Business, UNSW Canberra	+61 2 5114 5680	By email appointment or a MS Teams meeting through my booking page	Yes	Yes

Other Useful Information

School Contact Information

School of Business

Email: Business@adfa.edu.au