



UNSW Course Outline

MGMT2102 Managing Across Cultures - 2024

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General Course Information

Course Code : MGMT2102

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 : Undergraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

'Managing Across Cultures' provides you with an understanding of the contextual knowledge, cross cultural skills and different 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. Consequently, there will be reference to and links with segments in other courses in the IB stream including MGMT1101: Global Business Environment; MGMT2101: International Business and Multinational Operations; MGMT2002: Managing Business Communication; MGMT3101 International Business Strategy; and MGMT3102: Asia Pacific Business.

Relationship to Other Courses

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 in the workplace;
- Link with other areas and courses that comprise the International Business specialisation and beyond, to encourage interdisciplinary learning relevant to IB.

Course Learning Outcomes

| Course Learning Outcomes | Program learning outcomes |
|--|--|
| CL01 : Apply cross-cultural theoretical frameworks within the changing global business environment, considering implications for management. | <ul style="list-style-type: none"> • PL01 : Business Knowledge • PL06 : Global and Cultural Competence |
| CL02 : Resolve cross-cultural differences and associated issues by analysing cultural conflicts, conducting comparative analyses and understanding cultural differences. | <ul style="list-style-type: none"> • PL01 : Business Knowledge • PL02 : Problem Solving • PL05 : Responsible Business Practice |
| CL03 : Demonstrate culturally-aware approaches for effective global management. | <ul style="list-style-type: none"> • PL06 : Global and Cultural Competence |
| CL04 : Write and present a persuasive argument and engage in culturally sensitive communication. | <ul style="list-style-type: none"> • PL03 : Business Communication |
| CL05 : Work cohesively within cross-cultural teams, providing appropriate leadership when required. | <ul style="list-style-type: none"> • PL04 : Global Impact • PL06 : Global and Cultural Competence • PL07 : Leadership Development |

| Course Learning Outcomes | Assessment Item |
|--|---|
| CL01 : Apply cross-cultural theoretical frameworks within the changing global business environment, considering implications for management. | <ul style="list-style-type: none"> • Individual Assessment • Tutorial Participation |
| CL02 : Resolve cross-cultural differences and associated issues by analysing cultural conflicts, conducting comparative analyses and understanding cultural differences. | <ul style="list-style-type: none"> • Group Assessment • Capstone case analysis • Individual Assessment |
| CL03 : Demonstrate culturally-aware approaches for effective global management. | <ul style="list-style-type: none"> • Group Assessment • Capstone case analysis • Individual Assessment |
| CL04 : Write and present a persuasive argument and engage in culturally sensitive communication. | <ul style="list-style-type: none"> • Group Assessment • Individual Assessment |
| CL05 : Work cohesively within cross-cultural teams, providing appropriate leadership when required. | <ul style="list-style-type: none"> • Capstone case analysis • Group Assessment |

Learning and Teaching Technologies

Moodle - Learning Management System | Echo 360

Learning and Teaching in this course

The teaching approach adopted in this course is based on knowledge sharing, active engagement and experiential learning. Activities in the form of case studies, real life examples, scenarios, videos and interactive endeavours require your participation and contributions to class and group learning. You will be provided with theoretical knowledge and frameworks specific to the course and its sub-topics, and cases and cross cultural problems to resolve. 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.

Assessments

Assessment Structure

| Assessment Item | Weight | Relevant Dates | Program learning outcomes |
|--|--------|--|---|
| Individual Assessment Assessment Format: Individual | 30% | Start Date: Not Applicable Due Date: 25/10/2024 04:00 PM | <ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication• PLO6 : Global and Cultural Competence |
| Group Assessment Assessment Format: Group | 20% | Start Date: Not Applicable Due Date: Weeks 3-5 and 7-10. | <ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication• PLO4 : Teamwork• PLO6 : Global and Cultural Competence• PLO7 : Leadership Development |
| Capstone case analysis Assessment Format: Individual | 40% | Start Date: Not Applicable Due Date: 22/11/2024 04:00 PM | <ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication• PLO5 : Responsible Business Practice• PLO6 : Global and Cultural Competence• PLO7 : Leadership Development |
| Tutorial Participation Assessment Format: Individual | 10% | Start Date: Not Applicable Due Date: Not Applicable | <ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication• PLO5 : Responsible Business Practice• PLO6 : Global and Cultural Competence• PLO7 : Leadership Development |

Assessment Details

Individual Assessment

Assessment Overview

Comparative analysis of two countries and their dominant cultures (includes review of the literature, comparative analyses based on cross cultural constructs studied and

recommendations for cross cultural management).

Assesses: PLO1, PLO2, PLO3, PLO6

(BCom students: myBCom course points for PLO3)

Course Learning Outcomes

- CLO1 : Apply cross-cultural theoretical frameworks within the changing global business environment, considering implications for management.
- CLO2 : Resolve cross-cultural differences and associated issues by analysing cultural conflicts, conducting comparative analyses and understanding cultural differences.
- CLO3 : Demonstrate culturally-aware approaches for effective global management.
- CLO4 : Write and present a persuasive argument and engage in culturally sensitive communication.

Assessment Length

1500 words +/- 10%

Assessment information

Short extensions are NOT available for this assessment. Requests for extensions to submit this assessment task must be made through UNSW's Special Consideration.

Assignment submission Turnitin type

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

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](#).

Group Assessment

Assessment Overview

Group presentation based on a case study

Assesses: PLO1, PLO2, PLO3, PLO4, PLO6, PLO7

(BCom students: myBCom COMM3999 course points for PLO7)

Course Learning Outcomes

- CLO2 : Resolve cross-cultural differences and associated issues by analysing cultural conflicts, conducting comparative analyses and understanding cultural differences.
- CLO3 : Demonstrate culturally-aware approaches for effective global management.
- CLO4 : Write and present a persuasive argument and engage in culturally sensitive communication.
- CLO5 : Work cohesively within cross-cultural teams, providing appropriate leadership when required.

Assessment Length

15 minutes plus Q & A

Assignment submission Turnitin type

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

Generative AI Permission Level

No Assistance

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Capstone case analysis

Assessment Overview

Case study with questions and required responses that will bring together theoretical learning in the course and enable practical application. The case will be provided in Moodle in Week 10 (one week prior to due date)

Assesses: PLO1, PLO2, PLO3, PLO5, PLO6, PLO7

(BCom students: myBCom course points for PLO5)

Course Learning Outcomes

- CLO2 : Resolve cross-cultural differences and associated issues by analysing cultural conflicts, conducting comparative analyses and understanding cultural differences.
- CLO3 : Demonstrate culturally-aware approaches for effective global management.
- CLO5 : Work cohesively within cross-cultural teams, providing appropriate leadership when required.

Detailed Assessment Description

There will be two in-lecture reflections (Weeks 3 & 10). Each will be 200 words +/- 10% and worth 10%. The Capstone will be worth 20%.

Assessment Length

1200 words +/- 10%

Assessment information

Short extensions are NOT available for this assessment. Requests for extensions to submit this assessment task must be made through UNSW's Special Consideration.

Assignment submission Turnitin type

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

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](#).

Tutorial Participation

Assessment Overview

Students will be assessed on their active and engaged participation in tutorial and group discussions, which may include asking questions, offering insights or comments on course material, active participation in group activities, and regular attendance at tutorials throughout term.

Assesses: PLO1, PLO2, PLO3, PLO5, PLO6, PLO7

Course Learning Outcomes

- CL01 : Apply cross-cultural theoretical frameworks within the changing global business environment, considering implications for management.

Assessment Length

N/A

Assignment submission Turnitin type

This is not a Turnitin assignment

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](#).

General Assessment Information

Grading Basis

Standard

Course Schedule

| Teaching Week/Module | Activity Type | Content |
|--------------------------------------|-----------------|---|
| Week 1 : 9 September - 15 September | Lecture | |
| | Lecture | The Global Manager's Environment |
| Week 2 : 16 September - 22 September | Lecture | The Role of Culture in Global Management |
| Week 3 : 23 September - 29 September | Lecture | Cultural Values and Comparative Management |
| | Assessment | In-lecture Reflection |
| Week 4 : 30 September - 6 October | Online Activity | Communicating Across Cultures |
| | Online Activity | Due to the Labour Day public holiday on 7th October there will be no lecture or tutorials this week. There will be an online activity this week. Engagement in the activity will contribute to your overall participation mark. |
| Week 5 : 7 October - 13 October | Lecture | Negotiating Across Cultures |
| Week 6 : 14 October - 20 October | Other | No Classes - Flexibility Week |
| Week 7 : 21 October - 27 October | Lecture | Managing Ethics Across Cultures |
| | Assessment | Comparative Report due Friday 25th October at 4pm AEST. |
| Week 8 : 28 October - 3 November | Lecture | Leading and Motivating in Global Organisations |
| Week 9 : 4 November - 10 November | Lecture | Managing Human Resources in Global Organisations |
| Week 10 : 11 November - 17 November | Lecture | Managing Global Teams |
| | Assessment | In-lecture Reflection |
| Week 11 : 18 November - 24 November | Assessment | Capstone Report due Friday 22nd November at 4pm AEST. |

Attendance Requirements

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

Course Resources

Prescribed Resources

The textbook for the course is:

Steers, R.M. et al (2019) Management Across Cultures, Australasian Edition, Cambridge Press, UK.

Print and digital copies of the textbook are available via the UNSW Bookshop. Please refer to the class Moodle site for further details.

Weekly supplementary readings (e.g. journal articles, Harvard Business Review articles etc.) are provided in Moodle.

Course Evaluation and Development

Based on student feedback all lectures will be delivered in-person. The pre-recorded lectures will no longer be part of the course delivery. The length of the Comparative Report has been increased from 1000 words to 1500 words as the shorter version did not allow sufficient space to complete the requirements of the report.

Staff Details

| Position | Name | Email | Location | Phone | Availability | Equitable Learning Services Contact | Primary Contact |
|----------|------------------|-------|-----------------------------------|-------|------------------------|-------------------------------------|-----------------|
| Lecturer | Dr Graeme Taylor | | Level 5, School of Business (E12) | | Email for Consultation | Yes | Yes |
| Tutor | Dr Moureen Wong | | Level 5, School of Business (E12) | | Email for Consultation | No | No |
| | Mr Edward Poek | | Level 5, School of Business (E12) | | 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 Plagiarism

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 submitted.

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.