



UNSW Course Outline

MGMT2106 Comparative Management Systems - 2024

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General Course Information

Course Code : MGMT2106

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

This is an introductory course surveying numerous management systems across the world. The objective is to enhance students' understanding of the contextual factors influencing the practice of management around the world. Students will gain a broader perspective on effective and

appropriate management practices in specific contexts and learn specific information regarding national & organisational contexts in North America, Oceania, East & West Europe, Latin America, Africa & Muslim Countries.

Course Aims

The aims of this course are:

1. To explore how higher level institutions (i.e., economical, legal, political, etc.) significantly affect the way in which management is practiced in different contexts;
2. To analyse how institutions shape functional aspects of different managerial activities (such as planning, controlling, organizing, etc.).
3. To enhance students' readiness to practice management beyond their specific national contexts.

MGMT 2106 is one of the elective courses within the International Business major. The framework explored in this course complements lessons learned in other management courses within the Australian School of Business. The course assumes that students have a solid foundation in terms of basic managerial concepts, and thus complements to the insights gained in required and elective courses such as cross-cultural management (i.e., MGMT 2102). Links between this elective course and other courses within ASB will be explicitly discussed in lecture and seminar classes

Relationship to Other Courses

The aims of this course are:

1. To explore how higher level institutions (i.e., economical, legal, political, etc.) significantly affect the way in which management is practiced in different contexts;
2. To analyse how institutions shape functional aspects of different managerial activities.
3. To enhance students' readiness to practice management beyond their specific national contexts.

MGMT2106 is one of the elective courses within the International Business discipline. The framework explored in this course complements lessons learned in other management courses within the UNSW Business School, such as Managing Across Cultures (MGMT2102). Students will be focusing on their own individual cultural backgrounds as much as learning about management systems in different contexts, aiming to build better intercultural competence. Links between this elective course and other courses within the Faculty will be further discussed in lecture and tutorials.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Compare and contrast practices of management systems and their underlying institutional norms across different regions, and how they impact business operations in the global context.	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL03 : Business Communication • PL06 : Global and Cultural Competence
CLO2 : Critically reflect on your own cultural norms, beliefs, and values, and how it impacts your thinking and actions regarding management systems.	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL03 : Business Communication • PL05 : Responsible Business Practice • PL06 : Global and Cultural Competence
CLO3 : Work collaboratively with peers and develop interpersonal skills to work effectively with people from diverse cultures in a multicultural environment.	<ul style="list-style-type: none"> • PL03 : Business Communication • PL04 : Teamwork • PL06 : Global and Cultural Competence • PL07 : Leadership Development
CLO4 : Critically assess cultural dimensions of a business problem and develop a strategy to resolve or overcome potential issues, focusing on each team's unique strengths	<ul style="list-style-type: none"> • PL02 : Problem Solving • PL04 : Teamwork • PL06 : Global and Cultural Competence

Course Learning Outcomes	Assessment Item
CLO1 : Compare and contrast practices of management systems and their underlying institutional norms across different regions, and how they impact business operations in the global context.	<ul style="list-style-type: none"> • Critical reflection report • Team presentation • Team reflection
CLO2 : Critically reflect on your own cultural norms, beliefs, and values, and how it impacts your thinking and actions regarding management systems.	<ul style="list-style-type: none"> • Video • Critical reflection report • Team reflection
CLO3 : Work collaboratively with peers and develop interpersonal skills to work effectively with people from diverse cultures in a multicultural environment.	<ul style="list-style-type: none"> • Team presentation
CLO4 : Critically assess cultural dimensions of a business problem and develop a strategy to resolve or overcome potential issues, focusing on each team's unique strengths	<ul style="list-style-type: none"> • Team presentation

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

This course is highly interactive, calling for you to actively participate and engage in the learning process. This approach is based on the belief that in order to actually learn, students need to "experience" the topic at hand, rather than simply listening to someone talking about it or reading about it in a book. This is all the more true for learning about different behaviours and norms in various parts of the world. The text will tell us some, but it can only do so much. Learning about how other people perceive, think, and behave (each of them strongly shaped by the individuals' background) are a central part of understanding how people manage in different contexts. One good way of getting into this is by carefully listening to other people elaborate on their viewpoints, and also reflecting on your own thoughts and exchanges. The instructor will support and encourage students to convey and discuss their viewpoints, so hopefully we can build upon the how others with different backgrounds perceive and think about specific topics covered in this class.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Critical reflection report Assessment Format: Individual Short Extension: Yes (2 days)	40%	Start Date: Week 3 Due Date: Weekly entries from Week 3 to 9, 4PM Friday of each week (there will be no submission on Week 6).	<ul style="list-style-type: none">• PL01 : Business Knowledge• PL02 : Problem Solving• PL03 : Business Communication• PL06 : Global and Cultural Competence• PL07 : Leadership Development
Video Assessment Format: Individual Short Extension: Yes (2 days)	20%	Due Date: 25/09/2024 04:00 PM	<ul style="list-style-type: none">• PL01 : Business Knowledge• PL03 : Business Communication• PL06 : Global and Cultural Competence
Team presentation Assessment Format: Group	30%	Due Date: Week 10, during tutorial	<ul style="list-style-type: none">• PL01 : Business Knowledge• PL02 : Problem Solving• PL03 : Business Communication• PL04 : Teamwork• PL06 : Global and Cultural Competence
Team reflection Assessment Format: Individual Short Extension: Yes (2 days)	10%	Due Date: 13/11/2024 04:00 PM	<ul style="list-style-type: none">• PL01 : Business Knowledge• PL03 : Business Communication• PL06 : Global and Cultural Competence• PL07 : Leadership Development

Assessment Details

Critical reflection report

Assessment Overview

An individual essay to help students critically reflect on one's own learnings and internalise the key takeaways from the course.

Assesses: PLO1, PLO2, PLO3, PLO6, PLO7

Course Learning Outcomes

- CLO1 : Compare and contrast practices of management systems and their underlying institutional norms across different regions, and how they impact business operations in the global context.
- CLO2 : Critically reflect on your own cultural norms, beliefs, and values, and how it impacts your thinking and actions regarding management systems.

Detailed Assessment Description

Critical reflection report: A learning journal kept over the course of the term

Assessment Length

350 words for each post (total of 6 posts)

Assignment submission Turnitin type

This is not a Turnitin assignment

Generative AI Permission Level

Planning/Design Assistance

You are permitted to use generative AI tools, software or services to generate initial ideas, structures, or outlines. However, you must develop or edit those ideas to such a significant extent that what is submitted is your own work, i.e., what is generated by the tool, software or service should not be a part of your final submission. You should keep copies of your iterations to show your Course Authority if there is any uncertainty about the originality of your work.

If your Convenor has concerns that your answer contains passages of AI-generated text or media that have not been sufficiently modified you may be asked to explain your work, but we recognise that you are permitted to use AI generated text and media as a starting point and some traces may remain. 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](#).

Video

Assessment Overview

A personal reflection video to help students look back and better understand their own cultural backgrounds.

Assesses: PLO1, PLO3, PLO6

Course Learning Outcomes

- CLO2 : Critically reflect on your own cultural norms, beliefs, and values, and how it impacts your thinking and actions regarding management systems.

Detailed Assessment Description

Personal culture video - A personal essay

Assessment Length

2-3 minutes video

Assignment submission Turnitin type

Not Applicable

Generative AI Permission Level

Planning/Design Assistance

You are permitted to use generative AI tools, software or services to generate initial ideas, structures, or outlines. However, you must develop or edit those ideas to such a significant extent that what is submitted is your own work, i.e., what is generated by the tool, software or service should not be a part of your final submission. You should keep copies of your iterations to show your Course Authority if there is any uncertainty about the originality of your work.

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Team presentation

Assessment Overview

Team project to provide students with a chance to work on cultural aspects of a business problem within a multi-cultural team.

Assesses: PLO1, PLO2, PLO3, PLO4, PLO6

Course Learning Outcomes

- CL01 : Compare and contrast practices of management systems and their underlying institutional norms across different regions, and how they impact business operations in the global context.
- CL03 : Work collaboratively with peers and develop interpersonal skills to work effectively with people from diverse cultures in a multicultural environment.
- CL04 : Critically assess cultural dimensions of a business problem and develop a strategy to resolve or overcome potential issues, focusing on each team's unique strengths

Detailed Assessment Description

Final presentation of teamwork

Assessment Length

15 minute in-tutorial presentation

Assessment information

The presentation slides are submitted in Turnitin.

Assignment submission Turnitin type

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

Generative AI Permission Level

Planning/Design Assistance

You are permitted to use generative AI tools, software or services to generate initial ideas, structures, or outlines. However, you must develop or edit those ideas to such a significant extent that what is submitted is your own work, i.e., what is generated by the tool, software or service should not be a part of your final submission. You should keep copies of your iterations to show your Course Authority if there is any uncertainty about the originality of your work.

If your Convenor has concerns that your answer contains passages of AI-generated text or media that have not been sufficiently modified you may be asked to explain your work, but we recognise that you are permitted to use AI generated text and media as a starting point and some traces may remain. 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.

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Team reflection

Assessment Overview

A reflective report to help students understand how the team worked together and what can be done better in the future.

Assesses: PLO1, PLO3, PLO6, PLO7

Course Learning Outcomes

- CLO1 : Compare and contrast practices of management systems and their underlying institutional norms across different regions, and how they impact business operations in the global context.
- CLO2 : Critically reflect on your own cultural norms, beliefs, and values, and how it impacts your thinking and actions regarding management systems.

Detailed Assessment Description

Personal reflection report on the teamwork

Assessment Length

300 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

50%

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 9 September - 15 September	Lecture	Introduction: "Comparative" & "Management"
	Tutorial	Building a team-based agenda & your consciousness
Week 2 : 16 September - 22 September	Lecture	Comparative management & You
	Tutorial	Self-reflections & Team-building
Week 3 : 23 September - 29 September	Lecture	National management cultures: North America
	Tutorial	Considering cases involving N. American management
Week 4 : 30 September - 6 October	Lecture	National management cultures: Western Europe
	Tutorial	Studies on Western European management
Week 5 : 7 October - 13 October	Lecture	National management cultures: East Asia
	Tutorial	Studies on East Asian management
Week 6 : 14 October - 20 October	Other	Flexibility week - no compulsory classes or tutorials
Week 7 : 21 October - 27 October	Lecture	Transferring management practices
	Tutorial	Studies on how management practices are transferred across borders
Week 8 : 28 October - 3 November	Lecture	In developing regions: Latin America
	Tutorial	Studies on Latin America
Week 9 : 4 November - 10 November	Lecture	In developing regions: Africa
	Tutorial	Studies on Africa
Week 10 : 11 November - 17 November	Lecture	Managing in Down Under Bringing it all together: What's your system?
	Tutorial	Team final presentations

Attendance Requirements

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

Course Resources

Prescribed Resources

Required text: "Comparative Management Studies" by Alan S. Gutterman (Full e-book accessible through UNSW Library)

Information on additional readings and materials will be made available through Moodle.

Course Evaluation and Development

We take feedback from the students for MGMT2106 seriously. This course is an elective in the International Business major, and the teaching team makes every effort to differentiate the course from other courses offered in the IB major. With this in mind, the course is continuously being updated to better fit the students' needs and provide a more authentic learning experience. Moving away from written exams and focusing more on reflective tasks to evaluate a student's learning is part of that endeavour, as this course is mainly concerned with understanding one's own cultural bearings and working with diverse others. We also continuously work to provide better experience in tutorials and to better communicate what is expected of the students in assessments, as such areas are often the key for improving student experience.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Lecturer	Carolyn Yesse Ngowi		Level 5, Business School	0422202499	by appointment	No	Yes

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.