MGMT2102
MANAGING ACROSS CULTURES

Course Outline
Semester 1, 2016

Part A: Course-Specific Information

Please consult Part B for key information on UNSW Business School policies (including those on plagiarism and special consideration), student responsibilities and student support services.
PART A: COURSE-SPECIFIC INFORMATION

1. Lecturer in charge

Sally Anne Gaunt
Level 5, West Lobby, UNSW Business School
Phone: (0405) 814-906
sallyanne.gaunt@unsw.edu.au
Consultation: by appointment

Tutorial staff

<table>
<thead>
<tr>
<th>Tutor</th>
<th>Contact details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sally Anne Gaunt</td>
<td><a href="mailto:sallyanne.gaunt@unsw.edu.au">sallyanne.gaunt@unsw.edu.au</a></td>
</tr>
<tr>
<td>Shanil Samarakoon</td>
<td><a href="mailto:shanil.samarakoon@gmail.com">shanil.samarakoon@gmail.com</a></td>
</tr>
<tr>
<td>Sepideh Farzadnia</td>
<td><a href="mailto:sepideh.farzadnia@unsw.edu.au">sepideh.farzadnia@unsw.edu.au</a></td>
</tr>
</tbody>
</table>

Please feel free to contact us using the above details, but note that the preferred method of contact is by e-mail, or in person, by setting up a consultation appointment.

We will also be using Moodle and ReView, which will give all students access to lecture notes, assignments, readings and other information associated with the course. Please check the website for updated information on a regular basis. The specific system will be covered in the first few lectures. Please also ensure you check your zmail e-mail address as this is where announcements will be sent.

2. Course details

2.1 Teaching times

Lecture: Tue 4.00-6.00pm - 12 lectures starting in week 1
Tutorials: Run on Tuesdays and Wednesdays. Final times will be given in Week 1 12 tutorials starting in week 1

2.2 Units of credit:

The course is worth 6 units of credit.
There is no parallel teaching with post graduate courses

2.3 Summary of course

MGMT2102 is designed to help students develop knowledge, skills and approaches to managing across borders and cultures. Not only does it look at a range of enterprises throughout the developed and developing world, but also at the way newcomers to the global stage manage strategic and inter-personal aspects of the move from the domestic environment.
The focus is on the behaviour of those whose reach is both international and cross cultural in character - these days a volatile sphere, thanks to changes in information technology. MGMT2102 describes what students will need in designing strategies that work in an international context, including how to go about conducting cross-cultural interactions, as well as managing any day-to-day operations.

2.4 Course aims and relationship to other courses

MGMT2102 is designed to provide students with better approaches to managing in a cross-cultural context. It will advance students’ skills by setting standards for effective practice and by adding substantially to their knowledge of cross-cultural management as part of a global environment. Ultimately, it will strengthen student’s performance by calling on their own behavioural reflection. It is a chance to forge a stronger professional presence.

Students will experience a small overlap with other subjects such as MGMT1101-Global Business Environment, MGMT2101-International Business and Multinational Operations; however the focus of MGMT2102 will be directed at cultural business behaviour and management. Courses such as MGMT1001-Managing Organisations & People, MGMT1002-Managing Organisational Behaviour and MGMT2002-Managing Business Communication provide an excellent setting of introductory information where MGMT2102 will give greater expansion. Other subjects where there may be a small overlap include MGMT2105-East Asian Business Enterprise, MGMT3102-Asia Pacific Business, and STRE3101-International Business Strategy.

2.5 Student learning outcomes

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all undergraduate students in the UNSW Business School. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree (e.g. ‘be an effective team player’). You demonstrate this by achieving specific Program Learning Outcomes - what you are able to DO by the end of your degree (e.g. ‘participate collaboratively and responsibly in teams’).

1. Knowledge: Our graduates will have in-depth disciplinary knowledge applicable in local and global contexts.
You should be able to select and apply disciplinary knowledge to business situations in a local and global environment.

2. Critical thinking and problem solving: Our graduates will be critical thinkers and effective problem solvers.
You should be able to identify and research issues in business situations, analyse the issues, and propose appropriate and well-justified solutions.

3. Communication: Our graduates will be effective professional communicators.
You should be able to:
   a. Prepare written documents that are clear and concise, using appropriate style and presentation for the intended audience, purpose and context, and
   b. Prepare and deliver oral presentations that are clear, focused, well-structured, and delivered in a professional manner.
4. Teamwork: Our graduates will be effective team participants. You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team’s processes and ability to achieve outcomes.

5. Ethical, social and environmental responsibility: Our graduates will have a sound awareness of the ethical, social, cultural and environmental implications of business practice. You should be able to:
   a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
   b. Identify social and cultural implications of business situations.

This course contributes to your development of the following Business School Graduate Attributes, which are the qualities, skills and understanding we want you to have by the completion of your degree.

<table>
<thead>
<tr>
<th>Program Learning Goals and Outcomes</th>
<th>Course Learning Outcomes</th>
<th>Course Assessment Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>This course helps you to achieve the following learning goals for all UNSW Business School undergraduate students:</td>
<td>On successful completion of the course, you should be able to show competency in all the objectives listed below*</td>
<td>This learning outcome will be assessed in the following items:</td>
</tr>
<tr>
<td>1 Knowledge</td>
<td>Identify major cultural characteristics, including communication styles, that characterize regions, nations, communities, organizations, groups and individuals;</td>
<td>• Lecture attendance • Proposal • Readiness Awareness tests</td>
</tr>
<tr>
<td>2 Critical thinking and problem solving</td>
<td>Present a range of cultural arguments concerning the need for social responsibility and ethical behaviour in multi-national enterprises</td>
<td>• Tutorial Exercises • Proposal • Exam</td>
</tr>
<tr>
<td>3a Written communication</td>
<td>Write and present a persuasive argument</td>
<td>• Proposal</td>
</tr>
<tr>
<td>3b Oral communication</td>
<td>Communicate ideas in a succinct and clear manner.</td>
<td>• Tutorial workshop presentations • Tutorial attendance</td>
</tr>
<tr>
<td>4 Teamwork</td>
<td>Work cohesively within a cross cultural team</td>
<td>• Tutorial workshop presentations • Tutorial exercises</td>
</tr>
</tbody>
</table>
5a. Ethical, environmental and sustainability responsibility

Present a range of cultural arguments concerning the need for social responsibility and ethical behaviour in multi-national enterprises

- Lecture
- Tutorial exercises
- Exam

5b. Social and cultural awareness

Understand the major culture-based challenges faced by international managers (political, legal, economic and technological);

- Lecture
- Tutorial exercises
- Exam and tests
- Presentations
- Participation
- Proposal

Additional learning objectives include:

- Understand a range of tactics used in international negotiation;
- Present arguments for adopting particular leadership styles, as well as varying motivational techniques;

2.6 Recommended Textbook

International Management: Managing Across Borders and Cultures, Text and Cases 8th Edition
Helen Deresky
ISBN 9780273787051

3. Learning and teaching activities

The methodology combines lectures, tutorial exercises, group work, personal reflection and research. Assignments and reflections comprise a core of data that records your understanding of the unit as it develops and changes over the term. Some learning will be from peers. Students are expected to offer their own cultural background as a resource.

The variety of teaching strategies adopted in this class takes into account the fact that different people have different learning styles. This is why the class format includes:

Lecture (2 hours/week), mostly focused on presenting theoretical concepts, but the actual lecture will be supported by exercises, video cases, and discussions.

Tutorials (1 hour/week), which includes case studies, real-life examples, and individual or group tasks which will call upon and stimulate your research skills, self-reflection, and ability to work with others, along with oral and written communication skills. A detailed course schedule is attached (pages 12-13)
4. Assessment

4.1 Formal requirements

In order to pass this course, you must achieve a composite mark of at least 50%

4.2 Assessment details

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Weight</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam</td>
<td>25%</td>
<td>Exam period</td>
</tr>
<tr>
<td>Readiness awareness test 1 (RAT)</td>
<td>6%</td>
<td>Week 4</td>
</tr>
<tr>
<td>Readiness awareness test 2 (RAT)</td>
<td>6%</td>
<td>Week 5</td>
</tr>
<tr>
<td>Video exercise</td>
<td>9%</td>
<td>Week 4</td>
</tr>
<tr>
<td>Case analysis proposal</td>
<td>30%</td>
<td>Week 8</td>
</tr>
<tr>
<td>Case study workshops</td>
<td>15%</td>
<td>Weeks 9, 10 and 11</td>
</tr>
<tr>
<td>Reflection exercises</td>
<td>6%</td>
<td>Weeks 6, 9 and 11</td>
</tr>
<tr>
<td>Lecture and tutorial Participation</td>
<td>8%</td>
<td>throughout course</td>
</tr>
</tbody>
</table>

Readiness Assurance tests (RAT) 12% week 4 and 5

The Readiness Assurance tests will consist of 12 multiple choice questions per week (worth 0.5% each).

RAT 1 week 4 will be based on the following readings:

RAT 2 week 5 will be based on the following readings:

Exam format (2 hours long) 25% (individual exercise)

1. A question based on a case study submitted one week prior to the exam
2. The exam will be held the exam period
Peer reviewed movies (team exercise) 9%

Each team will be handed one of the groups of cultural dimensions listed below. Your team will then make comparisons via these dimensions with two contrasting countries (the countries will be the team’s choice). The task is to make a movie that is no longer than 5 minutes and will help prepare your peers for an expatriate posting from one country to the other. Your team will decide which country is the ‘home’ and which is the ‘host’. It is your job to enlighten your peers of what to expect and how to behave in their new environment.

You may choose any 2 countries in the world, except your own. Your peers and your tutor will be asked to evaluate your presentation based on the following criteria:

- How helpful your movie is in understanding how to adapt to a different culture
- How engaging and creative your movie is
- The accuracy of the information presented in your movie

Groups

Group 1 wk 4  Hofstede’s masculinity index
Group 2 wk 4  Hofstede’s long-term versus short-term
Group 3 wk 4  Hall’s high versus low context
Group 4 wk 5  Hofstede’s uncertainty avoidance
Group 5 wk 5  Trompenaars’ specific versus diffuse
Group 6 wk 5  Trompenaars’ internal versus external locus of control

We strongly advise that each team comprises of at least 2 different nationalities (if you do not have a diverse team it may be more challenging to complete the reflection exercises). There must be 6 teams in each tutorial consisting of no more than 5 people.

Proposal exercise (individual exercise) total of 25%

During week 6 in the same teams as for the peer reviewed movie, please select one of the case studies listed below. It is important to note that all case studies must be covered in each tutorial group, therefore, your tutor will nominate the cases on a first come first served bases.

Based on the case-study your group has chosen, place yourself in the position of an external consultant who is advising a similar company to that of the one covered in the case study. Based on the case study’s learning’s provide your client with an 800 word written proposal giving:

- A brief outline of the case study which includes who the key stakeholders are and explanation of the company’s business problem
- Recommendations for new processes and procedures that your client should adopt. These recommendations will mainly be based on the learning’s you have taken from the case study
- Case study analysis your recommendations are based on

You will also be marked on your ability to:
• Correctly answer the question
• Correctly structure your proposal
• Use proficient business English
• Correctly reference
• Accurately self-assess your proposal

This exercise must be conducted individually and submitted as a ‘Microsoft Word document’ on Turnitin no later than Tuesday midnight on the 26th April, 3rd May or 10th May depending on the chosen case study. Please leave at least 1.5 spaces and use no less than 12pt font size. Finally please ensure you include a Harvard style reference list (this is additional to your 800 word limit) and Harvard style in text referencing. Further information about the marking format for this exercise can be found on page 11

Presentation/workshop exercise (team task) 15%

In your groups’ present recommendations for your given topic. These recommendations should include the processes and procedures that an organization should adopt. Your presentation should not be longer than 10 minutes.

Before you start your presentation you will split your audience into 5 stakeholder groups. It will be up to you to decide who the most important stakeholders are; however, you will be marked on their relevancy.

Once you have completed your presentation you will facilitate for a further 10 minutes to obtain feedback from each group of the viability of your recommendations from their stakeholder perspective.

You will be expected to answer any concerns the groups have

Your presentation/facilitation will gain marks for the:

• Quality and plausibility of recommendations presented. It is important that the presentation highlights how these recommendations will make an organization more commercially viable.
• Basis of analysis the recommendations have been made from

You will also gain marks for

• Quality and structure and originality of the presentation/facilitation
• Relevance of stakeholders chosen and ability to engage with these 5 groups including answering their concerns
• The peer reviewed assessment

For further information please see page 11
Case studies and topics

<table>
<thead>
<tr>
<th>Case Study</th>
<th>Workshop/presentation topic</th>
<th>Date of Workshop/presentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Levendary Café: The China Challenge</td>
<td>Cross cultural communication and decision making</td>
<td>Week 9 3rd May</td>
</tr>
<tr>
<td>A New Approach to China – Google and censorship in the Chinese Market</td>
<td>Negotiation across cultures</td>
<td>Week 9 3rd May</td>
</tr>
<tr>
<td>The Man in the Mirror</td>
<td>Dealing with bribery</td>
<td>Week 10 10th May</td>
</tr>
<tr>
<td>Cameco Corporation – Partnering with Aboriginal Communities</td>
<td>Engaging with tribal and indigenous communities</td>
<td>Week 10 10th May</td>
</tr>
<tr>
<td>Larson in Nigeria</td>
<td>Selecting staff for an overseas operation</td>
<td>Week 11 17th May</td>
</tr>
<tr>
<td>Managing a Global Team – Greg James at Sun Microsystems</td>
<td>Motivating international staff to complete a global project</td>
<td>Week 11 17th May</td>
</tr>
</tbody>
</table>

Reflection exercises total points 6%

Reflection papers must be submitted before 12.00 midnight on the Tuesday requested (please see pages 14 -16). Details of how each Reflection Paper is to be structured will be given during the course.

Time will allocated in the lecturers to complete these reflection exercises.

Participation 8%

A 0.5% mark will be given for attending each lecture and tutorial in weeks 3, 6, 7, 8, 9 and 10: (total of 6%) an additional 2% will be left to the tutors’ discretion.

4.3. Assignment submission procedure

MGMT2102 use both the ReView” and ‘Turnitin systems. The course staff will specify the exact system to be used for each assessment criteria.

4.4. Late submissions

Late work will be penalised at the rate of 5 percentage points per “week day” (per 24 hours of the weekday or part thereof). Assessed work will not be accepted for the award of a mark if it is more than five ‘weekdays’ late.

5. Marks

<table>
<thead>
<tr>
<th>Marks</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>HD 85-100</td>
<td>Student demonstrates outstanding subject mastery</td>
</tr>
<tr>
<td>DN: 75-84</td>
<td>Demonstration of very strong subject understanding</td>
</tr>
<tr>
<td>CR: 65-74</td>
<td>Sound and clear above average quality of work</td>
</tr>
<tr>
<td>PS: 50-64</td>
<td>Basic understanding of subject matter</td>
</tr>
<tr>
<td>FL: &lt;50</td>
<td>Quality of work fails to show the student has fundamental subject knowledge</td>
</tr>
</tbody>
</table>
Quality Assurance

UNSW 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 UNSW Business School programs. All material used for such processes will be treated as confidential and will not be related to course grades.

Harvard Business Review
International Business Review
International Journal of Cross-Cultural Management
Journal of Business Ethics
Journal of International Business Studies
Journal of World Business
Management International Review
The International Journal of Human Resource Management

Recommended Websites

www.europa.eu European Union
www.apecsec.org.sg Asia-Pacific Economic Cooperation
www.austrade.gov.au Australian Trade Commission
www.geert-hofstede.com Hofstede's Cultural Dimensions
www.ifg.org International Forum on Globalization
www.imf.org International Monetary Fund

Course Evaluation and Development

We will be asking all students to complete CATEI – (Course and Teaching Evaluation) for the lecture and tutorial attended in week 11. Further feedback can be given at www.unsw.edu.au/learning/pve/catei.html.
We are always interested to hear student suggestions and believe such feedback can greatly enhance the design of our course, so we welcome both formal and informal input throughout the semester.
ASSESSMENT CRITERIA FOR MARKING PROPOSAL EXERCISE 25%

- Answered question as requested and correctly structure your report (3%)
- Summary of the case study which includes who the key stakeholders are and gives an explanation of the company's business problem (3%)
- Workable recommendations including which systems and procedures should be adopted and why including the commercial benefits to the organization. You will also be marked on how persuasive your recommendations for change are (7%)
- An analysis that supports the proposed recommendations (6%). This should include:
  - the most relevant theories covered in lectures and tutorials,
  - Academic readings,
  - Relevant information including key data from the case study and other relevant recent events.
- Referencing and quality of business English writing (4%)
- Accuracy of self-assessment (2%)

ASSESSMENT CRITERIA FOR PRESENTATION/WORKSHOP EXERCISE 15%

- Quality and plausibility of recommendations presented. It is important that the presentation highlights in a persuasive manner how these recommendations will make an organization more commercially viable. (5%)
- Basis of analysis that recommendations have been made (3%)
- Quality and structure and originality of the presentation/facilitation (2%)
- Relevance of stakeholders chosen and ability to engage the 5 stakeholder groups and answer their concerns in a persuasive way. (3%)
- Peer reviewed assessment (2%)
<table>
<thead>
<tr>
<th>Course structure</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td><strong>Week 1</strong>&lt;br&gt;<em>Lecture: Introduction to the course</em>&lt;br&gt;<em>Tutorial: Forming teams (please make sure you attend)</em></td>
<td>1st March</td>
</tr>
<tr>
<td><strong>Week 2</strong>&lt;br&gt;<em>Lecture: Understanding the role of culture/subculture</em>&lt;br&gt;<em>Tutorial: Hofstede’s power distance and individualism</em></td>
<td>8th March</td>
</tr>
<tr>
<td><strong>Week 3</strong>&lt;br&gt;<em>Lecture: Developing a global management team</em>&lt;br&gt;<em>Tutorial: Movie preparation</em>&lt;br&gt;<em>Participation: Marked for both lecture and tutorial</em></td>
<td>15th March</td>
</tr>
<tr>
<td><strong>Week 4</strong>&lt;br&gt;<em>Lecture: RAT. 1 and Communicating and decision making across cultures</em>&lt;br&gt;<em>Tutorial: Group peer reviewed movie viewing and marking and reading discussions</em>&lt;br&gt;<em>Submission:</em>&lt;br&gt;  - Video must be uploaded by Tuesday 12.00pm</td>
<td>22nd March</td>
</tr>
<tr>
<td><strong>Mid semester break</strong></td>
<td></td>
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<tr>
<td><strong>Week 5</strong>&lt;br&gt;<em>Lecture: RAT. 2 and Negotiation across cultures and dealing with gifts and bribery</em>&lt;br&gt;<em>Tutorial: Group peer reviewed movie viewing and marking and reading discussions</em></td>
<td>5th April</td>
</tr>
<tr>
<td><strong>Week 6</strong>&lt;br&gt;<em>Lecture: Corporate social responsibility / working with indigenous and disadvantaged communities</em>&lt;br&gt;<em>Tutorial: Group peer reviewed movie viewing and marking, case study selection and Proposal writing</em>&lt;br&gt;<em>Submission</em> Reflection paper 1 - Can be completed in lecture (submitted to Turnitin)&lt;br&gt;<em>Participation: Marked for both lecture and tutorial</em></td>
<td>12th April</td>
</tr>
<tr>
<td><strong>Week 7</strong>&lt;br&gt;<em>Lecture: International human resource management</em>&lt;br&gt;<em>Tutorial: Optional - Further help with proposal writing</em>&lt;br&gt;<em>Participation: Marked for both lecture and tutorial</em></td>
<td>19th April</td>
</tr>
<tr>
<td><strong>Week 8</strong>&lt;br&gt;<em>Lecture: Motivation and management across borders</em>&lt;br&gt;<em>Tutorial: Negotiation game</em>&lt;br&gt;<em>Submission: Proposal exercise: (To be submitted to Turnitin with self-assessment via Review)</em>&lt;br&gt;<em>Participation: Marked for both lecture and tutorial</em></td>
<td>26th April</td>
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<tr>
<td>Course structure</td>
<td>Date</td>
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<tr>
<td><strong>Week 9</strong></td>
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<tr>
<td><strong>Lecture:</strong> Leadership in a Global environment</td>
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<tr>
<td><strong>Tutorial:</strong> Student workshop presentations: Communication and negotiation</td>
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<tr>
<td><strong>Submission:</strong> Reflection paper 2 and Proposal exercise</td>
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<tr>
<td><strong>Participation:</strong> Marked for both lecture and tutorial</td>
<td>3rd May</td>
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<tr>
<td><strong>Week 10</strong></td>
<td></td>
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<tr>
<td><strong>Lecture Revision</strong></td>
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<tr>
<td><strong>Tutorial:</strong> students workshop presentation: Dealing with bribery and engaging with a tribal or indigenous communities</td>
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<tr>
<td><strong>Submission:</strong> Proposal exercise</td>
<td></td>
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<tr>
<td><strong>Participation:</strong> Marked for both lecture and tutorial</td>
<td>10th May</td>
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<tr>
<td><strong>Week 11</strong></td>
<td>17th May</td>
</tr>
<tr>
<td><strong>Lecture:</strong> Experiential examples in preparation for Exam</td>
<td></td>
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<tr>
<td><strong>Tutorial:</strong> Student workshop presentations: Selecting staff for an overseas operation. Motivating and leading a global project</td>
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<tr>
<td><strong>Submissions:</strong> Reflection exercise 3 (can be completed in the lecture – submitted to Turnitin)</td>
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<tr>
<td><strong>Week 12</strong></td>
<td>24th May</td>
</tr>
<tr>
<td><strong>Lecture:</strong> Exam preparation and guest speakers</td>
<td></td>
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<tr>
<td><strong>Tutorial:</strong> Exam preparation and round up:</td>
<td></td>
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<tr>
<td><strong>Week 13</strong></td>
<td>31st May</td>
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<tr>
<td>No Lecture</td>
<td></td>
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<tr>
<td>No Tutorial</td>
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