MGMT 7107

Managing Across Cultures

Course Description

The objective of this course is to enhance the ability of class members to interact effectively with people from cultures other than their own, specifically in the context of international business. The course is aimed at significantly improving the ability of practicing managers to be effective global managers. The course is concerned with considering the issues and problems of managing in cross-cultural situations, in particular at the people problems that invariably arise in international business relationships. Failure on the part of managers to understand and deal with the difference in attitudes, values and behaviour of those with whom they interact in business transactions consistently has been shown to be a major source of difficulties. The course will involve marrying theories and concepts from the broad fields of culture and international business and applying them to problems typically confronted by managers involved in international business. The course will draw on the existing knowledge and expertise of the class participants to solve problems relevant to them and their organisations. Students will be required to apply relevant research discussed in the course to realistic business cases.

Mode of Delivery | On campus
--- | ---
Prerequisites | As listed in Programs and Courses
Incompatible Courses | As listed in Programs and Courses
Course Convener: | Dr. Sarbari Bordia
Phone: | 5 7338
Email: | Sarbari.bordia@anu.edu
Office hours for student consultation: | To be advised via wattle before lecture 1.
Research Interests | Cross cultural management, multilingualism in the workplace, psychological contracts.
Tutor(s) | This is a three hour seminar. There are no tutorials.
Student Administrators | Research School of Management Room 1088
http://programsandcourses.anu.edu.au

COURSE OVERVIEW

Learning Outcomes

Upon successful completion of the requirements for this course, students will be able to:

1. Analyse an organisation’s internal and external strategically relevant environments by applying appropriate theories, models, and/or frameworks, including to scenarios deriving from students' personal work experience;
2. Formulate appropriate strategies to gain a competitive advantage at both business unit and corporate levels;
3. Evaluate alternative strategy options; and
4. Communicate strategies or strategic alternatives both in writing and verbally to facilitate organisational decision-making and problem-solving.

Proposed Assessment (Summary): Assessment for this course will be confirmed after consultation with students at the first lecture of the semester. If there are any changes to the assessment, those changes will be publicised on Wattle.

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
<th>Linked Learning Outcomes (optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Research Essay</td>
<td>30%</td>
<td>Friday August 29th 4pm</td>
<td>1, 2, 4</td>
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<tr>
<td>2. Power point presentation</td>
<td>10%</td>
<td>Friday September 5th 4pm</td>
<td>1, 2, 4</td>
</tr>
<tr>
<td>3. Report on case study</td>
<td>30%</td>
<td>Friday October 24th 4pm</td>
<td>1, 2, 3, 4</td>
</tr>
<tr>
<td>4. Online discussion</td>
<td>30%</td>
<td>Weekly from week 2-12</td>
<td>1, 2, 3, 4</td>
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Research-Led Teaching

The course is designed to provide students the opportunity to learn and critique extant research in cross-cultural management. Each week students have to read at least one research article which is then discussed in class in terms of its findings, applications and value in the business world. Students also have to critique existing models of cross cultural management in an essay. Assignments include a research
essay, power point presentation, a professional report on a case study, and online discussions each week. All assessments require students’ to have an understanding of extant research in the field. In addition, the lecturer and guest lecturers present aspects of relevant current research they are conducting in the in the class.

Feedback

Staff Feedback
Students will be given feedback in the following forms in this course:
1. Written comments on paper copy assignments
2. Verbal or email comments on online discussions
3. Overall feedback to the whole class

Student Feedback
ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the key formal ways students have to provide feedback is through Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching, and opportunities for improvement.

For more information on student surveys at ANU and reports on the feedback provided on ANU courses, go to
http://unistats.anu.edu.au/surveys/selt/students/ and
http://unistats.anu.edu.au/surveys/selt/results/learning/

Tutorial and/or Seminar Registration
Tutorial and/or Seminar signup for this course will be done via the Wattle website. Detailed information about signup times will be provided on Wattle or during your first lecture. When tutorials are available for enrolment, follow these steps:

1. Log on to Wattle, and go to the course site.
2. Click on the link “Tutorial signup here”
3. On the right of the screen, click on the tab “Become Member of ……” for the tutorial class you wish to enter.
4. Confirm your choice

If you need to change your enrolment, you will be able to do so by clicking on the tab “Leave group…” and then re-enrol in another group. You will not be able to enrol in groups that have reached their maximum number. Please note that enrolment in ISIS must be finalised for you to have access to Wattle.

Policies
ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and implement them. You can find the University's education policies and an explanatory glossary at: http://policies.anu.edu.au/

Students are expected to have read the Academic Misconduct Rules 2014 before the commencement of their course.
Policy information on examinations and assessments can be found on the College of Business and Economics website at: http://cbe.anu.edu.au/students/student-information/examinations-assessment/

Other key policies include:
- Student Assessment (Coursework)
- Student Surveys and Evaluations

**Required Resources**
Commonwealth supported students and domestic full-fee paying students generally must be able to complete the requirements of their program of study without the imposition of fees that are additional to the student contribution amount or tuition fees.
Provided that its payment is in accordance with the Act, a fee is of a kind that is into any one or more of the following categories:
(a) It is a charge for a good or service that is not essential to the course of study.
(b) It is a charge for an alternative form, or alternative forms, of access to a good or service that is an essential component of the course of study but is otherwise made readily available at no additional fee by the higher education provider.
(c) It is a charge for an essential good or service that the student has the choice of acquiring from a supplier other than the higher education provider and is for:
   (i) equipment or items which become the physical property of the student and are not consumed during the course of study; or
   (ii) food, transport and accommodation costs associated with the provision of field trips that form part of the course of study.
(d) It is a fine or a penalty provided it is imposed principally as a disincentive and not in order to raise revenue or cover administrative costs.

**Prescribed Texts and Reference Materials**

**Prescribed Texts**

You are also required to read the journal articles from the course schedule section of this document. The journal articles are available online through the library or google scholar.

**Recommended Reading**
The following books are will be placed in the library for supplementary readings:

## COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Summary of Activities</th>
<th>Assessment</th>
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</thead>
</table>
| 1    | Seminar: *Introduction*  
Reading:  
Chapters 1 & 2 of text book. |            |
| 2    | Seminar: *Models of Cross-Cultural Management*  
Reading:  
Chapter 3  
| 3    | Seminar: *Cross-cultural teams in organizations*  
Reading:  
Chapter 7  
|   | Online case studies (no Seminar): **Theory to Practice - Inter-cultural case studies**  
Reading:  
Case studies to be uploaded in Wattle. | Detailed online discussion 10% marks. |
|---|---|---|
| 5 | Seminar: **Intercultural communication and multi-lingualism in organisations**  
Reading:  
Chapter 6  
| 6 | Seminar: **Negotiation and conflict in cross-cultural management**  
Reading:  
Chapter 6  
Online discussion 2% marks. |
| 7 | Seminar: **Diversity in the Australian workforce**  
Reading:  
Online discussion 2% marks. |
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<tr>
<td></td>
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<td><strong>Reading:</strong></td>
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<tr>
<td><strong>9</strong></td>
<td><strong>Seminar: Leading in a multi-cultural organisation</strong></td>
<td>Online discussion 2% marks.</td>
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<tr>
<td></td>
<td><strong>Reading:</strong></td>
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<tr>
<td></td>
<td>Chapter 7</td>
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<tr>
<td><strong>10</strong></td>
<td><strong>Seminar: Global organizations – MNCs and off-shoring</strong></td>
<td>Online discussion 2% marks.</td>
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<td></td>
<td><strong>Reading:</strong></td>
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| 11 | Seminar: **Employee-Employer relationships and cross-cultural management**  
Reading:  
Chapter 10  
| 12 | Seminar: **Cross cultural training: effectiveness and myths**  
Reading:  
| 13 | Seminar: **Future of cross-cultural management**  
Reading:  
Chapter 11 |
ASSESSMENT REQUIREMENTS

The ANU is using Turnitin to enhance student citation and referencing techniques, and to assess assignment submissions as a component of the University's approach to managing Academic Integrity. For additional information regarding Turnitin please visit the ANU Online website.

Students may choose not to submit assessment items through Turnitin. In this instance you will be required to submit, alongside the assessment item itself, copies of all references included in the assessment item.

ASSESSMENT REQUIREMENTS

Assessment Tasks

Participation
Presence and participation in class is expected from all students. Rolls are taken in each class. Marks are not allotted for class presence or participation.

Assessment Task 1: Research Essay

For the main assignments in this course, you will have to take a programmatic approach. You will have to take the following steps:

1. Your first task is to identify a case study which has a problem in relation to cross-cultural management. The case may be found in popular media releases, practitioner and/or academic publications, hypothetical cases from books or journal articles other than the ones recommended in this course or from personal experiences (if you take this approach, please maintain confidentiality of all parties involved). Once you have identified a case, please discuss the case with me before you go on to the next steps. This should be done by the end of week three so you have enough time to work on the assignments.

2. Identify the key cross-cultural construct in the case (any realistic case will have several issues in relation to culture. You will have to identify the most important one for the given case) and write a research essay for Assignment 1 (2000 words +/- 10%; 30%, to be submitted on Friday week 6 by 4pm). In this essay you should outline the emergence of the theoretical construct, further developments based on the research literature, application to contemporary global organisations and any criticism the construct has encountered from researchers and practitioners in the area. When you submit the essay, please submit a copy of the case as well.

3. Assignment 2 will be a power point presentation (10%; to be submitted on Friday week 7 by 4pm). Based on the research essay, create 8-10 slides (including a cover and reference list slide). The presentation should discuss the key issues from your essay but should be organised as a stand-alone activity (i.e., I should not have to
refer back to your essay for details). You will not be presenting this to the class but should practice it to make sure that the content is presentable in 8-10 mins.

4. For Assignment 3 write a report on the case you have identified (2000 words +/- 10%, 30%, to be submitted on Friday week 12 4 pm). In writing the report you will have to imagine that you are a management consultant with expertise in cross-cultural issues. Your job is to identify what went wrong in the management style or decision making process in this context. Use the theoretical perspectives you have learned in the course to identify the mistakes that were made. Recommend how these can be rectified based on the research literature.

**Assessment Task 1:** Research Essay

**Details of task:** Identify the key cross-cultural construct in the case (any realistic case will have several issues in relation to culture and write a research essay. In this essay you should outline the emergence of the theoretical construct, further developments based on the research literature, application to contemporary global organisations and any criticism the construct has encountered from researchers and practitioners in the area. When you submit the essay, please submit a copy of the case as well.

**Assessment Marking Criteria**

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<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Satisfactory</th>
<th>Needs some more work</th>
<th>Needs Much more work</th>
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<tbody>
<tr>
<td><strong>Content</strong></td>
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<tr>
<td>Detailed discussion of the theoretical perspective</td>
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<td>Examples provided to illustrate the theory in an organisational context</td>
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<td>Discussion of relevant issues in relation to the question</td>
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<td>Inclusion of citations from key research to develop argument</td>
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<td>Applications/recommendations for the contemporary global organisation.</td>
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**Structure, Language and Referencing conventions**

**Structure of essay:**

**Introduction:** Thesis statement, definition of key terms and outline of argument

**Main Body:** Logical discussion, persuasive arguments and clarity in the author’s ‘voice’

/10
Conclusion: Summary of main argument and no new ideas or references.

**Language:**
Appropriate paraphrasing, quoting and summarising from sources
Appropriate sentence structure, grammar and word limit.

**Referencing:**
All ideas taken from sources are appropriately referenced
Reference list matches in-text references and is written in a consistent style.

**Total Marks:** 30

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Word limit: 2000 words (+/- 10%)
Value: 30%
Presentation requirements: Follow essay writing guidelines uploaded in wattle.
Estimated return date: Marked assignments will be returned in class after two weeks of the due date.

**Assessment Task 2:** Power point presentations prepared for an 8-10 mins oral presentation

**Details of task:** Prepare 8-10 power point slides (including a cover and reference list slide) based on the research essay. The set of slides should discuss the key issues from your essay but should be organised as a stand-alone activity (i.e., I should not have to refer back to your essay for details). You will not be presenting the slides face to face but should practice presenting it to make sure the content can be presented in 8-10 mins.

**Assessment Marking Criteria**

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<tr>
<th></th>
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<tr>
<td>Display of clear understanding of the topic</td>
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<td>Discussion of the important issues in relation to the topic</td>
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<td>Use of significant research in relation to the topic</td>
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<td>Use of examples in illustrating the key issues</td>
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<td>Logical flow in the discussion</td>
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<td><strong>Format</strong></td>
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<tr>
<td>Easy to read slides</td>
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<tr>
<td>Logical sequencing of slides</td>
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</table>
Use of additional features (e.g., colour, icons, background images, etc) to make slides attractive
Careful editing of slides
Number of slides within the recommended limit (8-10 slides).

Total Marks: 10

Value: 10%
Presentation requirements: Follow Oral presentation guidelines uploaded in wattle.
Estimated return date: Marked assignments will be returned in class after two weeks of the due date.

Assessment Task 3: Report on case study

Details of task: Write a report on the case you have identified. In writing the report you will have to imagine that you are a management consultant with expertise in cross-cultural issues. Your job is to identify what went wrong in the management style or decision making process in this context. Use the theoretical perspectives you have learned in the course to identify the mistakes that were made. Recommend how these can be rectified based on the research literature.

You must have the following sections to your report:
- Cover page
- Executive summary
- Introduction
- Literature review
- Analysis of the problem
- Recommendations
- Summary
- References

Assessment Marking Criteria

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<tr>
<th></th>
<th>Excellent</th>
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<tr>
<td>Appropriate identification of the problem</td>
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<tr>
<td>Detailed discussion of relevant theoretical perspective(s) in relation to the problem</td>
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<td>Discussion of relevant contextual issues associated with the problem</td>
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<td>Inclusion of key citations from research to analyse the problem</td>
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Creative and effective recommendations to rectify the problem
Detailed description of the recommendations (including a budget if necessary)
Recommendations presented in order of priority
Links between the recommendations and existing theories/research
Rationale behind the choice of recommendations
Suggestions on relevant follow up activities when necessary.

**Report Format**

- Report has all the sections suggested in the case study
- Each section consists of information relevant to that section (4 marks)
- Professional format of the report
- Appropriate sentence structure, grammar and word limit
- Appropriate paraphrasing, quoting and summarising from sources
- All ideas taken from sources are appropriately referenced
- Reference list matches in-text references and is written in a consistent style.

**Total Marks:** 30

Word limit: 2000 words (+/- 10%)
Value: 30%
Presentation requirements: Follow report writing guidelines uploaded in wattle.
Estimated return date: Marked assignments will be available for collection from the lecturer’s office in about two weeks of the due date.

**Assessment Task 4:** Online discussions

**Details of task:** Provide responses to case studies or online discussion questions on weeks 2-12.

**Marking Criteria for Online discussion:**

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<th>Excellent</th>
<th>Good</th>
<th>Satisfactory</th>
<th>Needs some more work</th>
<th>Needs Much more work</th>
<th>Mark</th>
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</thead>
</table>
Word limit: 150 words (+/- 10%) for all weeks except week 4. Word limit for week 4 is 300 words per case (a total of 600 words +/- 10%).
Value: 30% (Week 4: 10%, other weeks 2% each).
Estimated return date: Oral feedback for week 4 discussion will be provided during the semester break. A block of time will be set and published in wattle nearing the time. Feedback on other weeks will be provided on request. Marks for other weeks will be released at the end of the semester.

**Examination(s)**

There is no examination in this course.

**Assignment submission**

**Online Submission:** Assignments are submitted using Turnitin in the course Wattle site. Assignments submitted through Wattle no longer require cover sheets. You will be required to electronically sign a declaration as part of the submission of your assignment. Please keep a copy of the assignment for your records.

and

**Hard Copy Submission:** Please submit your assignments by 4pm in the assignment box located at the Research School of Management. Assignments must include the cover sheet available here. Please keep a copy of tasks completed for your records.

**Extensions and penalties**

Extensions and late submission of assessment pieces are covered by the Student Assessment (Coursework) Policy and Procedure.

You may be granted extensions for assessment pieces that are not examinations or take-home examinations by applying for special consideration.

**Special consideration for assessments**

Students who are unable to submit their assessment by the due date may be eligible for an extension if supported by an Application for Special Consideration.

Information on special assessment consideration can be found at: http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration.
Special Consideration applications must be completed before the due date of the affected assessment. In exceptional circumstances applications for an extension may be accepted up to three working days after the due date of the affected assessment.

The application must include all supporting documentation and include a copy of as much of the assignment as has been completed by the due time and date.

Special consideration applications must be submitted online at special.consideration@anu.edu.au. You will be notified by your lecturer if an extension has been approved.

If you accept late submission of assessment, please use the following text:

Late submission of assessment tasks without an extension are penalised at the rate of 5% of the possible marks available per working day or part thereof. Late submission of assessment tasks is not accepted after 10 working days after the due date, or on or after the date specified in the course outline for the return of the assessment item.

Late submission is not accepted for take-home examinations.

 Returning assignments
Assignments 1 and 2 will be returned in about a fortnight from the due date in class. Assignment 3 can be collected from the lecturer’s office in about a fortnight from the due date. Assignment 4 oral feedback will be provided by the lecturer during the semester break. All timings of collection will be posted on wattle nearing the time.

 Resubmission of assignments
Resubmission of assignments is not a possibility barring exceptional circumstances.

 Referencing requirements
Harvard reference style should be used in the assignments. Please refer to more details in the following website: https://academicskills.anu.edu.au/resources/handouts/harvard-referencing

 SUPPORT FOR STUDENTS
The University offers a number of support services for students. Information on these is available online from http://students.anu.edu.au/studentlife/