USC

Course Outline	

Code: BUS707
Title: Managing Across Global Cultures

School: Business
Teaching Session: Semester 1
Year: 2019
Course Coordinator: Dr Saskia De Klerk | sdeklerk@usc.edu.au
Course Moderator: Dr Timothy Lee

Please go to the USC website for up to date information on the teaching sessions and campuses where this course is usually offered.

1.   What is this course about?

1.1   Description

The purpose of this course is to explore cultural dimensions of international management in view of increasing cultural differences between individuals and groups within and between organisations as a result of globalisation. Culture is defined in its widest sense as the accumulation of knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religion, notions of time, roles, spatial relations, concepts of the universe, and material objects and possessions: acquired by a group of people in the course of generations through individual and group behaviour. Thus, culture is communication and communication is culture

2.   What level is this course?

700 level Specialised - Demonstrating a specialised body of knowledge and set of skills for professional practice or further learning. Advanced application of knowledge and skills in unfamiliar contexts.

3.   What is the unit value of this course?

12 units

4. How does this course contribute to my learning?

Specific Learning Outcomes On successful completion of this course, you should be able to:	Assessment tasks You will be assessed on the learning outcomes in task/s:	Graduate Qualities or Professional Standards mapping Completing these tasks successfully will contribute to:
Advanced organisation and structure of written content. Include an analysis and critique of cross-cultural business interactions.	Task 1 and 2	Communication (written).
Demonstrate an appreciation of the management skills that make a difference in managing in international environments.	Task 2 and 3	Community consciousness
Awareness, appreciation and respect for cultural differences. Demonstrate cultural intelligence by designing strategies unique to specific countries.	Tasks 1, 2 and 3	Cultural awareness
Ability to problem-solve and evaluate the relationship between global contexts and why these influence international activities.	Tasks 1, 2 and 3	Creative and critical thinking.
Advance and recognise issues related to global social responsibility and sustainability through reflection personal and organisational responsibility.	Task 2 and 3	Career adaptive Community-consciousness

5. Am I eligible to enrol in this course?

Refer to the USC Glossary of terms for definitions of "pre-requisites, co-requisites and anti-requisites".

5.1 Enrolment restrictions

Must be enrolled in a Postgraduate program.

5.2 Pre-requisites

Nil

5.3 Co-requisites

Nil

5.4 Anti-requisites

Nil

5.5 Specific assumed prior knowledge and skills (where applicable)

N/A

6. How am I going to be assessed?

6.1 Grading scale

Standard – High Distinction (HD), Distinction (DN), Credit (CR), Pass (PS), Fail (FL)

6.2   Details of early feedback on progress

The assessments are spread across the semester with the first Assessment Task as a group Assessment to get early feedback on your progress.

6.3   Assessment tasks

Task No.	Assessment Product	Individual or Group	Weighting %	What is the duration / length?	When should I submit?	Where should I submit it?
1	Essay	Individual	25%	1,200 words	Week 6, Thursday 5pm (AEST)	Online Assignment Submission with Plagiarism check
2	Report	Individual	45%	2,500 words	Week 9, Thursday, 5pm (AEST)	Online Assignment Submission with Plagiarism check
3	Case Study	Individual	30%	2000 words	Week 13	Online Assignment Submission with Plagiarism check
			100%			

Assessment 1: Cultural critique – Written essay

Goal:	You will undertake an analysis of the cross-cultural management issues that can be expected to arise when an organisation from your home culture engages in business activity with an organisation from a different culture. This will include an assessment of both your own and the other culture.
Product:	Essay
Format:	This is an individual task, in essay format of approximately 1200 words to be submitted to SafeAssign. Essays should conform in style and content to academic standards for essay writing and contain appropriate Harvard referencing methods.
Criteria:	• Demonstration of mastery of key cultural concepts covered in the course • Ability to analyse and describe effect of culture on business practice in each country • Ability to identify cultural implications for intercultural business interactions • Written communication skills

Assessment Task 2: International business analysis – Written report

Goal:	You will apply your newly developed cultural intelligence skills to a problematic **'real life'** international business situation. You will undertake an analysis of, and prepare a report on, a difficult international business situation (the case), involving cross-cultural management issues, that has arisen in the past twelve months.
Product:	Report
Format:	This is an individual task in report format of 2500 words to be submitted to SafeAssign The international business situation for the report will be derived from a media article reporting on recent international business activities or events. You are to choose a newspaper or online article between 350 and 1,000 words and less than twelve months old as the basis of your report. The article MUST be included with the online submission as an appendix to the report. The article must be reporting actual international business activities or events and not be a commentary or academic critique. Additional specific guidance will be provided in Blackboard. Reports should conform in style and content to academic standards for report writing and contain appropriate Harvard referencing methods (refer Summers and Smith).

	This task is being used for measuring assurance of learning towards Association to Advance Collegiate Schools of Business (AACSB) accreditation. The following Program Learning Objective will be assessed: PLO4.1: Social Responsibility Demonstrate a capacity for a socially responsible and sustainable approach to business decisions.
Criteria:	• Appreciation of the need to take on board diverse stakeholder interests in a business decision making context. • Ability to identify and critically analyse diverse cross-cultural management issues in an international business context • Research skills with the ability to identify and apply relevant cultural and international business theory to cross-cultural management issues • Ability to synthesise and communicate solutions to cross-cultural management issues in the form of management recommendations • Written communication skills

Assessment Task 3: Case study

Goal:	This task is designed for you to demonstrate mastery of the course concepts and to apply this to a specific scenario as provided in the case study.
Product:	Case Study
Format:	This Assessment consists of an individual attempt to answer specific questions on a case study provided. The task will consist of questions that will be answered in an essay format. The length is 2000 words and it should be submitted to SafeAssign. Additional specific guidance will be provided in Blackboard. The responses should conform in style and content to the academic standards of a case study and contain appropriate Harvard or APA refencing methods. This task is being used for measuring assurance of learning towards Association to Advance Collegiate Schools of Business (AACSB) accreditation. The following Program Learning Objectives will be assessed: PLO3.1: Problem Solving Demonstrate critical and creative thinking to identify and solve complex business problems and arrive at innovative solutions. PLO5.1: Diversity Demonstrate an appreciation of the need to embrace, respect and manage diversity and foster inclusivity in a business context
Criteria:	Demonstration of mastery of key cross-cultural management concepts including the application of creativity to develop innovative and cost-effective solutions to complex business problems Ability to critically apply cultural and international business theory in answering the questions Ability to analyse international business and cross-cultural management issues Awareness, appreciation and respect for cultural and other forms of diversity in the business context and values the need for inclusivity.

7. Directed study hours

The directed study hours listed here are a portion of the workload for this course. A 12-unit course will have total of 150 learning hours which will include directed study hours (including online if required), self-directed learning and completion of assessable tasks. Directed study hours may vary by location. Student workload is calculated at 12.5 learning hours per one unit.

Location:	Directed study hours for location:
On campus	Workshop of two-hours and one-hour online content
Online	

8.   What resources do I need to undertake this course?

Please note that course information, including specific information of recommended readings, learning activities, resources, weekly readings, etc. are available on the course Blackboard site. Please log in as soon as possible.

8.1   Prescribed text(s) or course reader

Recommended weekly readings and online activities.

8.2   Specific requirements

N/A

9.   How are risks managed in this course?

Health and safety risks for this course have been assessed as low.

It is your responsibility as a student to review course material, search online, discuss with lecturers and peers, and understand the health and safety risks associated with your specific course of study. It is also your responsibility to familiarise yourself with the University's general health and safety principles by reviewing the online Health Safety and Wellbeing training module for students, and following the instructions of the University staff.

10.   What administrative information is relevant to this course?

10.1   Assessment: Academic Integrity

Academic integrity is the ethical standard of university participation. It ensures that students graduate as a result of proving they are competent in their discipline. This is integral in maintaining the value of academic qualifications. Each industry has expectations and standards of the skills and knowledge within that discipline and these are reflected in assessment.

Academic integrity means that you do not engage in any activity that is considered to be academic fraud; including plagiarism, collusion or outsourcing any part of any assessment item to any other person. You are expected to be honest and ethical by completing all work yourself and indicating in your work which ideas and information were developed by you and which were taken from others. You cannot provide your assessment work to others. You are also expected to provide evidence of wide and critical reading, usually by using appropriate academic references.

In order to minimise incidents of academic fraud, this course may require that some of its assessment tasks, when submitted to Blackboard, are electronically checked through SafeAssign. This software allows for text comparisons to be made between your submitted assessment item and all other work that SafeAssign has access to.

10.2   Assessment: Additional requirements

Eligibility for Supplementary Assessment

Your eligibility for supplementary assessment in a course is dependent of the following conditions applying:

a)   The final mark is in the percentage range 47% to 49.4%
b)   The course is graded using the Standard Grading scale
c)   You have not failed an assessment task in the course due to academic misconduct

10.3   Assessment: Submission penalties

Late submission of assessment tasks will be penalised at the following maximum rate:

- 5% (of the assessment task's identified value) per day for the first two days from the date identified as the due date for the assessment task.
- 10% (of the assessment task's identified value) for the third day
- 20% (of the assessment task's identified value) for the fourth day and subsequent days up to and including seven days from the date identified as the due date for the assessment task.
- A result of zero is awarded for an assessment task submitted after seven days from the date identified as the due date for the assessment task.

Weekdays and weekends are included in the calculation of days late.

To request an extension, you must contact your Course Coordinator and supply the required documentation to negotiate an outcome.

10.4   Study help

In the first instance, you should contact your tutor, then the Course Coordinator. Additional assistance is provided to all students through Academic Skills Advisers. To book an appointment or find a drop-in session go to Student Hub.

Contact Student Central for further assistance: +61 7 5430 2890 or studentcentral@usc.edu.au

10.5   Links to relevant University policy and procedures

For more information on Academic Learning & Teaching categories including:

- Assessment: Courses and Coursework Programs
- Review of Assessment and Final Grades
- Supplementary Assessment
- Administration of Central Examinations
- Deferred Examinations
- Student Academic Misconduct
- Students with a Disability

Visit the USC website:

http://www.usc.edu.au/explore/policies-and-procedures#academic-learning-and-teaching

10.6   General Enquiries

In person:

- **USC Sunshine Coast** - Student Central, Ground Floor, Building C, 90 Sippy Downs Drive, Sippy Downs
- **USC SouthBank** - Student Central, Building A4 (SW1), 52 Merivale Street, South Brisbane
- **USC Gympie** - Student Central, 71 Cartwright Road, Gympie
- **USC Fraser Coast -** Student Central, Student Central, Building A, 161 Old Maryborough Rd, Hervey Bay
- **USC Caboolture -** Student Central, Level 1 Building J,Cnr Manley and Tallon Street, Caboolture

Tel: +61 7 5430 2890

Email: studentcentral@usc.edu.au

Appendix 1 Course content

Week # / Module #	What key concepts/content will I learn?	Directed Study Activities: teaching components
1	Assessing the global environment	Workshop Online content
2	Culture	Workshop Online content
3	Culture research and theory	Workshop Online content
4	Culture and language	Workshop Online content
5	Nonverbal communication	Workshop Online content
6	Communicating across cultures	Workshop Online content
7	Intercultural negotiations	Workshop Online content
8	Bridging the cultural gap	Workshop Online content
9	Organisations across cultures	Workshop Online content
10	Staffing across cultures	Workshop Online content
11	Developing a global management framework	Workshop Online content
12	Ethics and social responsibility across cultures	Workshop Online content

Mid Semester Break:
15th April 2019-21st April 2019 (Between Week 7 and Week 8)

Public Holidays
Easter Monday- Monday 22nd April 2019 (Week 8)
Anzac Day - Thursday 25th April 2019 (Week 8)
Labour Day - Monday 6th May 2019 (Week 10)