



## COURSE OUTLINE

# IBS220 Cross-Cultural Management

**Course Coordinator:** Saskia De Klerk (sdeklerk@usc.edu.au) **School:** School of Business and Creative Industries

2021 | Semester 2

USC Sunshine Coast  
USC Moreton Bay  
USC Fraser Coast  
USC Southbank

**ON CAMPUS**

Most of your course is on campus but you may be able to do some components of this course online.

Online

**ONLINE**

You can do this course without coming onto campus.

*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

In the contemporary global business environment, business people often interact with culturally different colleagues, competitors, suppliers and government officials. Each operates with their own set of 'rules' of how they should act in a meeting, or a negotiation or in deciding whom to recruit and how. This course is concerned with helping you understand the basis on which culturally different 'others' operate in the business environment. Contemporary cultural theory provides a framework for you to analyse your own cultural assumptions, behaviour of culturally different 'others' and effectively manage cross-cultural differences encountered in the workplace.

### 1.2. How will this course be delivered?

ACTIVITY	HOURS	BEGINNING WEEK	FREQUENCY
<b>ON CAMPUS</b>			
<b>Tutorial/Workshop 1</b> – In-class tutorial	2hrs	Week 2	11 times
<b>Lecture</b> – Pre-recorded concept videos and associated activity	1hr	Week 1	12 times
<b>ONLINE 1</b>			
<b>Tutorial/Workshop 1</b> – Interactive zoom tutorial	2hrs	Week 2	11 times
<b>Lecture</b> – Pre-recorded concept videos and associated activity	1hr	Week 1	12 times

### 1.3. Course Topics

- 1 Determinants of culture
- 2 Cultural values (Hofstede and GLOBE)
- 3 Western business cultures
- 4 Asian, African, and Middle Eastern business cultures
- 5 Cultural dilemmas
- 6 Culture and management style
- 7 Culture and business communication
- 8 Intercultural communication barriers
- 9 International negotiations
- 10 International teams
- 11 Conflict and cultural differences
- 12 Intercultural communication competence
- 13 Integration and review

## 2. What level is this course?

200 Level (Developing)

Building on and expanding the scope of introductory knowledge and skills, developing breadth or depth and applying knowledge and skills in a new context. May require pre-requisites where discipline specific introductory knowledge or skills is necessary. Normally, undertaken in the second or third full-time year of an undergraduate programs.

## 3. What is the unit value of this course?

12 units

## 4. How does this course contribute to my learning?

COURSE LEARNING OUTCOMES	GRADUATE QUALITIES MAPPING	PROFESSIONAL STANDARD MAPPING
On successful completion of this course, you should be able to...	Completing these tasks successfully will contribute to you becoming...	Association to Advance Collegiate Schools of Business
1 Assess cross-cultural business crises and demonstrate innovative management strategies for business development.	Creative and critical thinker Sustainability-focussed	PC3.1 - Problem Solving PC4.1 - Social Responsibility and Sustainability PC5 - Cultural Awareness PC5.1 - Diversity
2 Demonstrate management skills that make a difference in managing in international environments.	Empowered Sustainability-focussed	PC1.1 - Written Communication PC3 - Creative and Critical Thinking PC3.1 - Problem Solving PC4.1 - Social Responsibility and Sustainability
3 Apply cultural intelligence to respond to cultural differences by designing strategies unique to specific countries.	Sustainability-focussed	PC6 - Career-ready PC6.1 - Self-management
4 Describe and explain global contexts and why these influence international activities.	Knowledgeable	PC3.1 - Problem Solving PC4.1 - Social Responsibility and Sustainability PC5.1 - Diversity

## 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. Pre-requisites

Not applicable

5.2. Co-requisites

Not applicable

5.3. Anti-requisites

Not applicable

5.4. Specific assumed prior knowledge and skills (where applicable)

Not applicable

6. How am I going to be assessed?

6.1. Grading Scale

Standard Grading (GRD)

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

6.2. Details of early feedback on progress

Formative feedback will be provided through tutorial activities and discussion. Task 1 is due early on in the semester and you will receive formative feedback in the rubric and through comments on your task.

6.3. Assessment tasks

DELIVERY MODE	TASK NO.	ASSESSMENT PRODUCT	INDIVIDUAL OR GROUP	WEIGHTING %	WHAT IS THE DURATION / LENGTH?	WHEN SHOULD I SUBMIT?	WHERE SHOULD I SUBMIT IT?
All	1	Artefact - Professional, and Written Piece	Individual	25%	800 - 1,000 words (single spaced, 12 font = 2 pages)	Week 5	Online Assignment Submission with plagiarism check
All	2	Portfolio	Individual	40%	1,200 - 1,500 words	Week 9	Online Assignment Submission with plagiarism check
All	3	Case Study	Individual	35%	2000 words	Exam Period	Online Assignment Submission with plagiarism check

All - Assessment Task 1: Briefing note: Cultural Insight

<b>GOAL:</b>	To demonstrate knowledge and application of cross-cultural management issues in a real-life business setting in a culture that is not your own.
<b>PRODUCT:</b>	Artefact - Professional, and Written Piece
<b>FORMAT:</b>	This is an individual task. You need to reflect, analyse and then provide a briefing note to your international manager. This will assist them in their dealings and interactions. Additional guidance is provided on Blackboard.

CRITERIA:	No.	Learning Outcome assessed
	1	Demonstrated knowledge and application of key cross-cultural management issues <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">2</span>
	2	Appreciation, identification and application of relevant cross-cultural management concepts in cross-cultural business contexts <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">1</span>
	3	Critical evaluation (discussion) of implications for conducting business with the culture and provision of practical insights <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">3</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">4</span>
	4	Written communication skills <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">2</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">4</span>

#### All - Assessment Task 2: Portfolio: Developing Cultural Intelligence (CQ)

<b>GOAL:</b>	To reflect on your own cultural behaviour and understand issues involved in organisational culture and interorganisational cross-cultural interactions in a real business situations.	
<b>PRODUCT:</b>	Portfolio	
<b>FORMAT:</b>	This is an individual assessment where you complete different activities and present this as a portfolio. You are required to assess your cultural perspective and those of others in a working environment. This will involve reflecting on your own cultural behaviour and issues involved in organisational culture and interorganisational cross-cultural interactions in a real-time situation by applying your knowledge to a real business situation. Your reflection will draw on the textbook for background and theory; however, you are also expected to use and cite other relevant academic literature. Additional guidance will be provided in Blackboard.	
CRITERIA:	No.	Learning Outcome assessed
	1	Understanding of your own cultural perspective <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">3</span>
	2	Knowledge of key relevant cross-cultural concepts covered in the course <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">1</span>
	3	Identification of the key factors influencing intercultural business <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">1</span>
	4	Explanation of significant influential factors on cultural values <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">3</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">4</span>
	5	Identification of the cultural implications for intercultural business interactions <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">2</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">4</span>
	6	Written communication skills <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">1</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">2</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">3</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">4</span>

#### All - Assessment Task 3: Case study Application

<b>GOAL:</b>	To demonstrate understanding of cross-cultural management concepts. Applying this knowledge to a real-life example and solving real-world problems by answers questions on the case study.	
<b>PRODUCT:</b>	Case Study	
<b>FORMAT:</b>	This is an individual task where you will read the case study as provided on BB and formulate your response in 2000 words. You will be expected to provide short to medium-response answers. The case will cover a topic of importance at that time. Your answer should not be a commentary or academic critique rather a response with management implications and courses of action to adapt, avoid, or manage this situation. Successfully completing this case study will require a good understanding of all the topics covered throughout the course.	
CRITERIA:	No.	Learning Outcome assessed
	1	Application of key cultural concepts covered in the course <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">2</span>
	2	Identification of organisational cultural issues and discussion of implications <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">1</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">3</span>
	3	Critical application of cultural concepts in an organisational context <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">1</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">2</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">3</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">4</span>

## 7. Directed study hours

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.

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

Please note: 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

Please note that you need to have regular access to the resource(s) listed below. Resources may be required or recommended.

REQUIRED?	AUTHOR	YEAR	TITLE	PUBLISHER
Required	Marie-Joëlle Browaeyts, Roger Price	2019	Understanding Cross-cultural Management	Pearson

### 8.2. Specific requirements

Not applicable

## 9. How are risks managed in this course?

Health and safety risks for this course have been assessed as low. It is your responsibility 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 and to familiarise yourself with the University's general health and safety principles by reviewing the [online induction training 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:

The final mark is in the percentage range 47% to 49.4%

The course is graded using the Standard Grading scale

You have not failed an assessment task in the course due to academic misconduct

### 10.3. Assessment: Submission penalties

Late submission of assessment tasks may 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 to negotiate an outcome.

#### 10.4. Study help

For help with course-specific advice, for example what information to include in your assessment, you should first contact your tutor, then your course coordinator, if needed.

If you require additional assistance, the Learning Advisers are trained professionals who are ready to help you develop a wide range of academic skills. Visit the [Learning Advisers](#) web page for more information, or contact Student Central for further assistance: +61 7 5430 2890 or [studentcentral@usc.edu.au](mailto:studentcentral@usc.edu.au).

#### 10.5. Wellbeing Services

Student Wellbeing provide free and confidential counselling on a wide range of personal, academic, social and psychological matters, to foster positive mental health and wellbeing for your academic success.

To book a confidential appointment go to [Student Hub](#), email [studentwellbeing@usc.edu.au](mailto:studentwellbeing@usc.edu.au) or call 07 5430 1226.

#### 10.6. AccessAbility Services

Ability Advisers ensure equal access to all aspects of university life. If your studies are affected by a disability, learning disorder mental health issue, , injury or illness, or you are a primary carer for someone with a disability or who is considered frail and aged, [AccessAbility Services](#) can provide access to appropriate reasonable adjustments and practical advice about the support and facilities available to you throughout the University.

To book a confidential appointment go to [Student Hub](#), email [AccessAbility@usc.edu.au](mailto:AccessAbility@usc.edu.au) or call 07 5430 2890.

#### 10.7. 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>

#### 10.8. General Enquiries

##### In person:

- **USC Sunshine Coast** - Student Central, Ground Floor, Building C, 90 Sippy Downs Drive, Sippy Downs
- **USC Moreton Bay** - Service Centre, Ground Floor, Foundation Building, Gympie Road, Petrie
- **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](mailto:studentcentral@usc.edu.au)