KING'S OWN INSTITUTE*
Success in Higher Education

MGT201 CROSS CULTURAL MANAGEMENT T322

All information in the Subject Outline is correct at the time of approval. KOI reserves the right to make changes to the Subject Outline if they become necessary. Any changes require the approval of the KOI Academic Board and will be formally advised to those students who may be affected by email and via Moodle.

Information contained within this Subject Outline applies to students enrolled in the trimester as indicated

1. General Information

1.1 Administrative Details

Associated HE Award(s)	Duration	Level	Subject Coordinator
B Bus (Accg); B Bus (Mgt & Finance)	1 trimester	Level 2	Jessica Santos jessica.santos@koi.edu.au P: +61 (2) 9283 3583 L: Level 1, 545 Kent St. Consultation: via Moodle or by appointment.

1.2 Core / Elective
This is an elective subject for B Bus(Accg) and B Bus (Mgt & Finance)

1.3 Subject Weighting
Indicated below is the weighting of this subject and the total course points.

Subject Credit Points	Total Course Credit Points
4	BBus(Accg) 96; BBus (Mgt & Finance) 96

1.4 Student Workload
Indicated below is the expected student workload per week for this subject:

No. timetabled hours/week*	No. personal study hours/week**	Total workload hours/week***
4 hours/week (2 hour Lecture + 2 hour Tutorial)	6 hours/week	10 hours/week

*   Total time spent per week at lectures and tutorials
**   Total time students are expected to spend per week in studying, completing assignments, etc.
***   Combination of timetable hours and personal study.

1.5 **Mode of Delivery**   Face-to-face unless otherwise notified (please check Moodle).

1.6 Pre-requisites   MGT100 Introduction to Management

1.7 General Study and Resource Requirements

o   Students are expected to attend classes with the required textbook and to read specific chapters prior to the tutorials. This will improve their ability to participate in the weekly activities.
o   Students will require access to the internet and their KOI email and should have basic skills in word processing software such as MS Word, spreadsheet software such as MS Excel and visual presentation software such as MS PowerPoint.
o   Computers and WIFI facilities are extensively available for student use throughout KOI. Students are encouraged to make use of the campus Library for reference materials.

Resource requirements specific to this subject: There are no specific resources for this subject.

2. Academic Details

2.1 Overview of the Subject

The subject provides conceptual and theoretical frameworks for developing an understanding of the ways in which cultures differ, how these cultural differences impact on organisations and how they constrain communication and knowledge transfer. The subject also considers strategies for leading, managing and valuing the diversity within organisations.

2.2 Graduate Attributes for Undergraduate Courses

Graduates of the *Bachelor of Business (Accounting),* and the *Bachelor of Business (Management and Finance)* courses from King's Own Institute will achieve the graduate attributes expected from successful completion of a Bachelor's degree under the Australian Qualifications Framework (2nd edition, January 2013). Graduates at this level will be able to apply an advanced body of knowledge from their major area of study in a range of contexts for professional practice or scholarship and as a pathway for further learning.

King's Own Institute's generic graduate attributes for a bachelor's level degree are summarised below:

	KOI Bachelor Degree Graduate Attributes	Detailed Description
	Knowledge	Current, comprehensive and coherent knowledge
	Critical Thinking	Critical thinking and creative skills to analyse and synthesise information and evaluate new problems
	Communication	Communication skills for effective reading, writing, listening and presenting in varied modes and contexts and for transferring knowledge and skills to a variety of audiences
	Information Literacy	Information and technological skills for accessing, evaluating, managing and using information professionally
	Problem Solving Skills	Skills to apply logical and creative thinking to solve problems and evaluate solutions
	Ethical and Cultural Sensitivity	Appreciation of ethical principles, cultural sensitivity and social responsibility, both personally and professionally
	Teamwork	Leadership and teamwork skills to collaborate inspire colleagues and manage responsibly with positive
	Professional Skills	Professional skills to exercise judgement in planning, problem solving and decision making

Across the course, these skills are developed progressively at three levels:

o **Level 1 Foundation –** Students learn the basic skills, theories and techniques of the subject and apply them in basic, stand-alone contexts.
o **Level 2 Intermediate –** Students further develop skills, theories and techniques of the subject and apply them in more complex contexts, beginning to integrate the application with other subjects.
o **Level 3 Advanced** – Students have a demonstrated ability to plan, research and apply the skills, theories and techniques of the subject in complex situations, integrating the subject content with a range of other subject disciplines within the context of the course.

2.3 Subject Learning Outcomes

Listed below, are key knowledge and skills students are expected to attain by successfully completing this subject:

Subject Learning Outcomes	Contribution to Graduate Attributes
(a) Distinguish cultural similarities and differences between people	
(b) Identify ways in which culture may affect organisational behaviour and management	
(c) Apply relevant cross-cultural theories and frameworks in an effort to assess business challenges and problems in a global environment	
(d) Explain the role of culture in verbal and non-verbal cross-cultural communication	
(e) Discuss leadership and management issues in cross-cultural organisations	

2.4 Subject Content and Structure

Below are details of the subject content and how it is structured, including specific topics covered in lectures and tutorials. Reading refers to the text unless otherwise indicated.

Weekly Planner:

Week (beginning)	Topic covered in each week's lecture	Reading(s)	Expected work as listed in Moodle
1 31 Oct	Global Managers	Ch.1	Tutorial Activities on Global Managers
2 07 Nov	Global Understanding	Ch.2	Tutorial Activities
3 14 Nov	Organisational Environment	Ch. 3	Tutorial Activities Team profile Pairs Project Introduction
4 21 Nov	Managerial Environment	Ch. 4	Case analysis and discussion
5 28 Nov	Cross-cultural Communication	Ch. 5	Tutorial Activities
6 05 Dec	Global Leadership	Ch. 6	**Assessment 2 due:** Case Study Individual Assignment
7 12 Dec	Managerial Ethics	Ch. 7	Negotiation exercise
8 03 Jan (Tue)	Negotiations	Ch. 8	Tutorial Activities
9 09 Jan	Global Teams	Ch. 9	Tutorial Activities
10 16 Jan	Global Assignment	Ch. 10	**Assessment 3:** Group Report Due Group Presentations
11 23 Jan	Review and Feedback	Ch. 11	**Assessment 3:** Group Presentations

12 30 Jan	Review and feedback		**Assessment 3:** Group Presentations
13 06 Feb	Study review week and Final Exam Week		
14 13 Feb	Examinations Continuing students - enrolments for T123 open		Please see exam timetable for exam date, time and location
15 20 Feb	Student Vacation begins New students - enrolments for T123 open		
16 27 Feb	- Results Released - Review of Grade Day for T322 – see Sections 2.6 and 3.2 below for relevant information. - Certification of Grades NOTE: More information about the dates will be provided at a later date through Moodle/KOI email.		
T123 06 Mar 2023			
1 06 Mar	Week 1 of classes for T123		

2.5 Teaching Methods/Strategies

Briefly described below are the teaching methods/strategies used in this subject:

- o *Lectures* (2 hours/week) are conducted in seminar style and address the subject content, provide motivation and context and draw on the students' experience and preparatory reading.
- o *Tutorials* (2 hours/week) include class discussion of case studies and research papers, practice sets and problem-solving and syndicate work on group projects. Tutorials often include group exercises and so contribute to the development of teamwork skills and cultural understanding. Tutorial participation is an essential component of the subject and contributes to the development of many of the graduate attributes (see section 2.2 above). Tutorial participation contributes towards the assessment in many subjects (see details in Section 3.1 for this subject). Supplementary tutorial material such as case studies, recommended readings, review questions etc. will be made available each week in Moodle.
- o *Online* teaching resources include class materials, readings, model answers to assignments and exercises and discussion boards. All online materials for this subject as provided by KOI will be found in the Moodle page for this subject. Students should access Moodle regularly as material may be updated at any time during the trimester
- o *Other contact* - academic staff may also contact students either via Moodle messaging, or via email to the email address provided to KOI on enrolment.

2.6 Student Assessment

Provided below is a schedule of formal assessment tasks and major examinations for the subject.

Assessment Type	When Assessed	Weighting	Learning Outcomes Assessed
Assessment 1: Tutorial activities	Weeks 2-11	10%	a, b, c, d,
Assessment 2: Case Study Individual Assignment – 1,500 words + 10%	Week 6	20%	a, b, c, d, e

Assessment Type	When Assessed	Weighting	Learning Outcomes Assessed
Assessment 3: Group Project 3,000 word report 20 min presentation	Report Week 10 Presentation Weeks 10 & 11	Group report 20% Group presentation 10% Total 30%	a, b, c, d, e
Assessment 4: Final examination On-campus: 2 hours + 10 mins reading time Online: 2 hours + 30 mins technology allowance	Final Exam Period	40%	a, b, c, d, e

Requirements to Pass the Subject:

To gain a pass or better in this subject, students must gain a *minimum of 50%* of the total available subject marks.

2.7 Prescribed and Recommended Readings

Provided below, in formal reference format, is a list of the prescribed and recommended readings.

Prescribed Text:

Steers, R.M., and Osland, J. C., 2020. *Management across cultures. Challenges, Strategies and Skills* (4th edition), Port Melbourne: Cambridge University Press.

Recommended Readings:

Gutterman, AS 2019, *Cross-Cultural Leadership Studies*, Business Expert Press, New York. Available from: ProQuest Ebook Central. [03 Janust 2020].

Gutterman, AS 2019*, Comparative Management Studies*, Business Expert Press, New York. Available from: ProQuest Ebook Central. [03 Janust 2020].

Kenon, VH, & Palsole, SV (eds) 2019, *The Wiley Handbook of Global Workplace Learning*, John Wiley & Sons, Incorporated, Newark. Available from: ProQuest Ebook Central. [03 Janust 2020].

Kriek, D 2019, *Team Leadership : Theories, Tools and Techniques, Knowledge Resources*, Randburg. Available from: ProQuest Ebook Central. [03 Janust 2020].

McShane, S, Olekalns, M, & Newman, A 2018, *Organisational Behaviour : Emerging Knowledge*. Global Insights, McGraw-Hill Australia, Sydney. Available from: ProQuest Ebook Central. [03 Janust 2020].

Perez, P 2019, *The Drama-Free Workplace: How You Can Prevent Unconscious Bias, Sexual Harassment, Ethics Lapses, and Inspire a Healthy Culture*, John Wiley & Sons, Incorporated, Newark. Available from: ProQuest Ebook Central. [03 Janust 2020].

Journal Articles:

Afsar, B, Al-Ghazali, B M, Cheema, S, and Javed, F, 2020, Cultural intelligence and innovative work

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behavior: the role of work engagement and interpersonal trust, European Journal of Innovation Management, Vol. 24 No. 4, pp. 1082-1109, https://search.ebscohost.com

Ahmad, S, Fazal-e-hasan, S, and Kaleem, A, 2020, Is the meaning of ethical leadership constant across cultures? A test of cross-cultural measurement invariance, International Journal of Manpower, Vol. 41 No. 8, pp. 1323-1340, <https://search.ebscohost.com>

Ahmad, S.K., Saidalavi, K., 2019. Cultural Intelligence and Leadership Effectiveness in Global Workplaces. *International Journal on Leadership*, [e-journal] 7(1), pp.1-7. Available from EBSCO Database.

Apsalone, M. and Flores, R. M. (2018) 'Ethical Behavior and Organizational Innovation: Analysis of Small and Medium-Sized Enterprises in Latvia', *Economics & Business*, 32(1), pp. 74–88. doi: 10.2478/eb-2018-0006.

Dogra, A. S., Dixit, V.; 2019. The Role of CQ, EQ and SQ in Shaping Leadership Competence in Context to Transformational Leadership. *International Journal on Leadership*, [e-journal] 7(2), pp.1-8. Available from EBSCO Database.

Duan, Y, Huang, L, Cheng, H, Yang, L and Ren, T 2020, The Moderating effect of cultural distance The moderating effect of cultural distance on the cross-border knowledge management and innovation quality of multinational corporations, Journal of Knowledge Management, vol. 25 no. 1, <https://search.ebscohost.com>

Duarte, H., de Eccher, U; Brewster, C. 2021. Expatriates' salary expectations, age, experience and country image. *Personnel Review*, [e-journal] 50(2), pp.731-750. Available from EBSCO Database.

Haile, S; White, D., 2019, Expatriate Failure Is A Common Challenge For Multinational Corporations: Turn. *International Journal of Business & Public Administration*, [e-journal] 16(1), pp.27-40. Available from EBSCO Database.

Jelaca, M. S., Karaatli, G., Bjekic, R., Petrov, V., 2020. The Effects of Environment Uncertainty and Leadership Styles on Organisational Innovativeness. *Engineering Economic*, [e-journal] 31(4), pp.472-486. Available from EBSCO Database.

Koburtay, T, Syed, J & Haloub, R 2020, 'Implications of Religion, Culture, and Legislation for Gender Equality at Work: Qualitative Insights from Jordan', *Journal of Business Ethics*, vol. 164, no. 3, pp. 421–436, viewed 24 August 2020, <https://search.ebscohost.com/login.aspx?direct=true&db=eue&AN=143738554&site=ehost-live>.

Lee, H-W, Robertson, PJ & Kim, K 2020, 'Determinants of Job Satisfaction Among U.S. Federal Employees: An Investigation of Racial and Gender Differences', *Public Personnel Management*, vol. 49, no. 3, pp. 336–366, viewed 24 August 2020, <https://search.ebscohost.com/login.aspx?direct=true&db=eue&AN=144768851&site=ehost-live>.

Lu, L, Li, F, Leung, K, Savani, K & Morris, MW 2018, 'When can culturally diverse teams be more creative? The role of leaders' benevolent paternalism', *Journal of Organizational Behavior*, vol. 39, no. 4, pp. 402–415, viewed 24 August 2020, <https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=129410680&site=ehost-live>.

Presbitero, A., Teng-Calleja, M., 2019. Ethical leadership, team leader's cultural intelligence and ethical behaviour of team members: Implications for managing human resources in global teams. *Personal Review*, [e-journal] 48(5), pp.1381-1392. Available from EBSCO Database.

Ruiz, C.E., Hamlin, B, 2019. Perceived managerial and leadership effectiveness in Mexico and the USA: A comparative study of effective and ineffective managerial behaviour. *European Journal of Training & Development*, [e-journal] 43(7/8), pp.601-618. Available from EBSCO Database.

Simmonds, D., Cannonier, N., Sanjib, G., 2020. The Effect of the CEO's Cultural Intelligence on

Foreign Information Technology Firm Performance. *Journal of Leadership, Accountability & Ethics*, [e-journal] 17(1), pp.117-126. Available from EBSCO Database.

Stefranidis, A, Banai, M, Schinzel, U, and Erkus, A, 2021, Ethically questionable negotiation tactics: the differential roles of national, societal and individual cultural values, Cross Cultural & Strategic Management, vol. 28 no. 3, https://search.ebscohost.com

Tahir, R, 2021, Cross-cultural training: a study of European expatriates in New Zealand, European Journal of Training and Development, Vol. ahead-of-print No. ahead-of-print, <https://search.ebscohost.com>

Tetteh, S, Dei Mensah, R, Opata, C. N, and Agyapong, G. N. Y. A., 2021, Beyond monetary motivation: the moderation of Hofstede's cultural dimensions, International Journal of Productivity and Performance Management, Vol. ahead-of-print No. ahead-of-print, <https://search.ebscohost.com>

Zhang, Y, Li, Y., Frost, M., Rong, S., Rong, J., and Cheng, E.T.C., 2021, The Impact of Organisational Position Level and Cultural Flow Direction on the Relationship between Cultural Intelligence and Expatriate Cross-Border Adaption, Cross Cultural & Strategic Management, vol. 28 no. 2, <https://search.ebscohost.com>

Periodical:

- o Academy of Management Review
- o Academy of Management
- o Cross Cultural Management: An International Journal
- o International Journal of Cross Cultural Management
- o Journal of Cross-Cultural Management
- o Journal of Applied Psychology
- o Journal of International Business Studies

Useful Website:

The following website are useful sources covering a range of information useful for this subject. However, most are not considered to be sources of Academic Peer Reviewed theory and research. If your assessments require *academic peer reviewed journal articles* as sources, you need to access such sources using the Library database, Ebscohost, or Google Scholar. Please ask in the Library if you are unsure how to access Ebscohost. Instructions can also be found in Moodle.
- o Ann-Wil Harzing's website http://www.harzing.com