

IBS220

Cross-Cultural Management

School: School of Business and Creative Industries

2025 | Semester 2

UniSC Sunshine Coast
UniSC Moreton Bay

BLENDED
LEARNING

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, unless your program has specified a mandatory onsite requirement.

Please go to usc.edu.au 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

Globally, stakeholders of culturally diverse backgrounds interact daily in the workplace and virtually. Each base their interactions on their own rules; values; beliefs and experiences. This course will help you to understand the basis on which culturally diverse individuals, teams, and organisations operate in the business environment. Contemporary cultural theories provide frameworks to reflect and analyse your own cultural context, as well as the culturally different 'others'. This will assist in developing effective strategies for inclusion, cultural intelligence and sustainable practices.

1.2. How will this course be delivered?

ACTIVITY	HOURS	BEGINNING WEEK	FREQUENCY
BLENDED LEARNING			
Learning materials – Interactive online learning activities.	1hr	Week 1	12 times
Tutorial/Workshop 1 – Scheduled face to face workshops.	2hrs	Week 1	10 times
ONLINE			
Learning materials – Interactive online learning activities.	1hr	Week 1	12 times
Tutorial/Workshop 1 – Scheduled online workshops (Recorded).	2hrs	Week 1	10 times

1.3. Course Topics

- Determinants of culture
- Cultural values (Hofstede and GLOBE)
- Western business cultures
- Asian, and African business cultures
- Middle Eastern business cultures
- Cultural dilemmas
- Culture and management style
- Culture and business communication
- Intercultural communication barriers
- International negotiations
- International teams and adjustment to new cultural environments
- Strategies to manage conflict and cultural differences
- Developing Intercultural communication competence

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, PC4.1, PC5, PC5.1
2 Demonstrate management skills that make a difference in managing in international environments.	Empowered Sustainability-focussed	PC1.1, PC3, PC3.1, PC4.1
3 Apply cultural intelligence to respond to cultural differences by designing strategies unique to specific countries.	Sustainability-focussed	PC6, PC6.1
4 Describe and explain global contexts and why these influence international activities.	Knowledgeable	PC3.1, PC4.1, PC5.1

* Competencies by Professional Body

CODE	COMPETENCY
ASSOCIATION TO ADVANCE COLLEGIATE SCHOOLS OF BUSINESS	
PC1.1	Written Communication
PC3	Creative and Critical Thinking
PC3.1	Problem Solving
PC4.1	Social Responsibility and Sustainability
PC5	Cultural Awareness
PC5.1	Diversity

CODE	COMPETENCY
PC6	Career-ready
PC6.1	Self-management

5. Am I eligible to enrol in this course?

Refer to the [UniSC 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	30%	800 words (single spaced, 12 font = 2 pages)	Week 4	Online Assignment Submission with plagiarism check
All	2	Portfolio	Individual	40%	1,200 words	Week 9	Online Assignment Submission with plagiarism check
All	3	Case Study	Individual	30%	2000 words	Week 13	Online Assignment Submission with plagiarism check

All - Assessment Task 1: Briefing note: Cultural Insight

GOAL:	To demonstrate knowledge and application of cross-cultural management issues in a real-life business setting in a culture that is not your own.		
PRODUCT:	Artefact - Professional, and Written Piece		
FORMAT:	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 CANVAS.		
CRITERIA:	No.		Learning Outcome assessed
	1	Demonstrated knowledge and application of key cross-cultural management issues	2
	2	Appreciation, identification and application of relevant cross-cultural management concepts in cross-cultural business contexts	1
	3	Critical evaluation (discussion) of implications for conducting business with the culture and provision of practical insights	3 4
	4	Written communication skills	2 4
GENERIC SKILLS:	Communication, Problem solving, Information literacy		

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

GOAL:	To reflect on your own cultural behaviour and understand issues involved in organisational culture and interorganisational cross-cultural interactions in a real business situations.		
PRODUCT:	Portfolio		
FORMAT:	This is an individual assessment. 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 on CANVAS.		
CRITERIA:	No.		Learning Outcome assessed
	1	Understanding of your own cultural perspective	3
	2	Knowledge of key relevant cross-cultural concepts covered in the course	1
	3	Identification of the key factors influencing intercultural business	1
	4	Explanation of significant influential factors on cultural values	3 4
	5	Identification of the cultural implications for intercultural business interactions	2 4
	6	Written communication skills	1 2 3 4
GENERIC SKILLS:	Communication, Problem solving, Applying technologies		

All - Assessment Task 3: Case study Application

GOAL:	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.			
PRODUCT:	Case Study			
FORMAT:	This is an individual task where you will read the case study as provided on CANVAS 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	2	
	2	Identification of organisational cultural issues and discussion of implications	1	3
	3	Critical application of cultural concepts in an organisational context	1	2 3 4
GENERIC SKILLS:	Communication, Problem solving, Information literacy			

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. 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 Canvas 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	EDITION	PUBLISHER
Required	Marie-Joëlle Browaeys, Roger Price	2019	Understanding Cross-cultural Management	4th edition	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 Canvas, are electronically checked through Turnitin. This software allows for text comparisons to be made between your submitted assessment item and all other work to which Turnitin has access.

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. SafeUniSC

UniSC is committed to a culture of respect and providing a safe and supportive environment for all members of our community. For immediate assistance on campus contact SafeUniSC by phone: [07 5430 1168](tel:0754301168) or using the [SafeZone](#) app. For general enquires contact the SafeUniSC team by phone [07 5456 3864](tel:0754563864) or email safe@usc.edu.au.

The SafeUniSC Specialist Service is a Student Wellbeing service that provides free and confidential support to students who may have experienced or observed behaviour that could cause fear, offence or trauma. To contact the service call [07 5430 1226](tel:0754301226) or email studentwellbeing@usc.edu.au.

10.5. 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.

10.6. 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 or call 07 5430 1226.

10.7. 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 or call 07 5430 2890.

10.8. 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
- Central Examinations
- Deferred Examinations
- Student Conduct
- Students with a Disability

For more information, visit <https://www.usc.edu.au/explore/policies-and-procedures#academic-learning-and-teaching>

10.9. Student Charter

UniSC is committed to excellence in teaching, research and engagement in an environment that is inclusive, inspiring, safe and respectful. The [Student Charter](#) sets out what students can expect from the University, and what in turn is expected of students, to achieve these outcomes.

10.10. General Enquiries

In person:

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

Tel: +61 7 5430 2890

Email: studentcentral@usc.edu.au