Unit Outline

Unit Name	**Management and Organisations in a Global Environment**						
Unit Code	HI6005				Core/Elective	Core	
Level	Postgraduate				Credit Points	3	
Study Period	**Year**	2021	**Trimester**	1	**Duration**	1 trimester	
Pre-requisite	Nil						
Student Workload (hrs)	**Lecture**	1	**Tutorial**	2	**Other**		

Staff Contact Details

	Staff member	Phone	Email	Consultation times*
Unit Coordinator	Dr Sudarshan Chalise		SChalise@Holmes.edu.au	
Lecturer				
Lecturer				
Lecturer				

*Other consultation times by appointment only.

Key Dates

Assessment Task	Assessment Description	Percentage Weight	Due Date
1	Online Test 1	5%	Week 4
2	Online Test 2	5%	Week 7
3	Group Assignment: Appendix and Group Research Paper (Written Report)	40%	Week 10
4	Final Assessment	50%	Week 13

Unit Description

Welcome to HI6005 Management and Organisations in a Global Environment. In our increasing competitive business environment, it is becoming essential for Managers of organisations to understand the behaviours of the people who make up the organisation.

This unit will provide you with an introduction to the concepts of management and organisations in a global context and explore contemporary approaches to management, human resources and organisational behaviour in complex and diverse business settings, with a particular focus on relationships and responsibilities.

In this unit you will explore the challenges that face the manager of today in effectively building relationships with their people in this ever-changing global environment. We will examine how global issues impact on businesses, society and organisations, in particular issues related to the economic, legal, social, technological and ethical environments to gain an understanding of the effects of global trends (e.g. new technologies, new markets and cultural and political change) on management and organisations.

I hope that enjoy this unit as well as gaining knowledge that you will find useful and be able to implement throughout your working life.

Unit Learning Outcomes

Upon successful completion of this unit, students should be able to:

1. Acquire a broad understanding of the theoretical and practical knowledge of Management and Organisations.

2. Analyse complex problems relating to Management and Organisations and their impact on the business due to globalisation.

3. Critically analyse policy tools which are used by governments and how these policies impact the global organisation.

4. Comprehend how businesses benefit from understanding the role of Management in organisations.

5. Synthesise theoretical and practical knowledge of management of global organisations, develop an in-depth understanding of the theories and practical knowledge necessary for managers to formulate appropriate strategies.

6. Research and communicate the theoretical and practical knowledge of Management and Organisations.

The Library has limited print copies of prescribed textbooks for two-day loans, and options for viewing available online.

Prescribed textbook

Organizational Behavior – Minnesota University Library
https://www.studyresources.holmes.edu.au/organisational-behaviour-final/#organisationalbehaviour

Recommended readings

1. Organizational Behavior: Managing People and Organizations
   Edition 12, Publisher: Cengage Learning US
   Authors: Ricky W. Griffin, Jean M. Phillips and Stanley M. Gully
   https://cengage.com.au/product/division/university/title/organizational-behavior-managing-people-and-o/isbn/9781305501393

2. Culture and Managers in a Globalised World
   Charalampos Giousmpasoglou (University of West London, UK) and Evangelia Marinakou (Bournemouth University, UK). Source Title: Handbook of Research on Human Resources Strategies for the New Millennial Workforce Copyright: © 2017
   DOI: 10.4018/978-1-5225-0948-6.ch001

3. Anthony Giddens' BBC Lecture on Globalization
   http://news.bbc.co.uk/hi/english/static/events/reith_99/week1/week1.htm.

4. Chapter 2 – The Changing Environment of Organisations
   Lee, Y. Y., & Falahat, M. (2019). The impact of digitalization and resources on gaining competitive advantage in international markets: The mediating role of marketing, innovation and learning capabilities. Technology Innovation Management Review, 9(11), 26-38.
   Retrieved from https://search.proquest.com/docview/2329154399?accountid=30552

   Leon, R. (2016). The development of the future European knowledge workers. An academic perspective. Management Dynamics in the Knowledge Economy, 4(3), 339-356.
   Retrieved from https://search.proquest.com/docview/1833262637?accountid=30552

5. Chapter 3 – Individual Characteristics
   Bhatia, S., & Rawat, B. (2019). Influence of personality on performance: Mediating role of psychological strength: A quarterly peer reviewed multi-disciplinary international journal. Splint International Journal of Professionals, 6(2), 78-86.
   Retrieved from https://search.proquest.com/docview/2280412358?accountid=30552

6. Chapter 4 – Individual Values, Perceptions and Reactions
   Sundareswaran, S. M. D. (2011). Essentials of managing stress in the era of globalization – an organizational perspective. Journal of Contemporary Research in Management, 6(3), 67-78. Retrieved from https://search.proquest.com/docview/1314489917?accountid=30552

7. Chapter 5 and 6 – Motivating Behaviour and Motivating Behaviour with Work and Rewards

Lee, K., & Kulviwat, S. (2008). Korean workers' motivation tools: Commitment and incentive-based motivation and their relative impact on behavioral work outcome. Multinational Business Review, 16(4), 87-109. doi: http://dx.doi.org/10.1108/1525383X200800019

Li, B., & Tu, Y. (2016). Motivations of Faculty Engagement in Internationalization: A Survey in China. Higher Education, 71(1), 81-96.
doi: http://dx.doi.org/10.1007/s10734-015-9890-x

8. Chapter 7 – Groups and Teams

Synergy and performance in multicultural teams. (1995). Journal of International Business Studies, 26(3), 690.
Retrieved from https://search.proquest.com/docview/197157381?accountid=30552

McCain, B. (1996). Multicultural Team Learning: An Approach Towards Communication Competency. Management Decision, 34(6), 65-68. doi: http://dx.doi.org/10.1108/00251749610121498

9. Chapter 8 – Decision Making and Problem Solving

Paik, Y., Lee, J. M., & Pak, Y. S. (2019). Convergence in International Business Ethics? A Comparative Study of Ethical Philosophies, Thinking Style, and Ethical Decision-Making Between US and Korean Managers: JBE JBE. Journal of Business Ethics, 156(3), 839-855.
doi: http://dx.doi.org/10.1007/s10551-017-3629-9

10. Chapter 9 – Communication

Ai, B., Cui, C., & Wang, L. (2019). Language, Identity, and Transnational Communication: Chinese Business Expatriates in Africa. IEEE Transactions on Professional Communication, 62(2), 178-191.
doi: http://dx.doi.org/10.1109/TPC.2019.2893463

11. Chapter 11 and Chapter 12- Traditional Leadership Approaches and Contemporary Views of Leadership in Organisations

Rowley, C., Oh, I., & Jang, W. (2019). New Perspectives on East Asian Leadership in the Age of Globalization: Local Grounding and Historical Comparisons in the Asia Pacific Region. Asia Pacific Business Review, 25(2), 307-315.
doi: http://dx.doi.org/10.1080/13602381.2018.1557424

12. Chapter 13 – Power, Influence and Politics

Gray, S. (2019). Saving the Sacred Sea: The Power of Civil Society in an Age of Authoritarianism and Globalization. By Kate Pride Brown. New York: Oxford University Press, 2018.
doi: http://dx.doi.org/10.1086/704056

Assessment Details

In order to pass this Unit, you must:

Achieve an overall percentage of 50% of the assessments

ASSESSMENT 1: ONLINE TEST 1

Aligned Unit learning outcomes	1. Acquire a broad understanding of the theoretical and practical knowledge of Management and Organisations. 4. Comprehend how businesses benefit from understanding the role of Management in organisations.
Group or Individual	Individual
Weighting	5%
Due Date	Week 4

ASSESSMENT 1: DESCRIPTION

Purpose and requirement this assessment:
The Online Test 1 will cover topics from Week 1 and Week 3.

Guideline:
The Online Test 1 will open at 10am and close at 4pm on Friday 16/04/2021. Once logged in, you have 60 minutes to complete the test. More detailed information is provided in the Online Test Folder under Assessments tab in Blackboard.

ASSESSMENT 2: ONLINE TEST 2

Aligned Unit learning outcomes	1. Acquire a broad understanding of the theoretical and practical knowledge of Management and Organisations. 4. Comprehend how businesses benefit from understanding the role of Management in organisations.
Group or Individual	Individual
Weighting	5%
Due Date	Week 7

ASSESSMENT 2: DESCRIPTION

Purpose and requirement this assessment:
The Online Test 2 will cover topics from Week 4 and Week 5.

Guideline:
The Online Test 2 will open at 10am and close at 4pm on Friday 07/05/2021. Once logged in, you have 60 minutes to complete the test. More detailed information is provided in the Online Test Folder under Assessments tab in Blackboard.

ASSESSMENT 3: GROUP ASSIGNMENT	
Aligned Unit learning outcomes	1. Acquire a broad understanding of the theoretical and practical knowledge of Management and Organisations.
	2. Analyse complex problems relating to Management and Organisations and their impact on the business due to globalisation.
	3. Critically analyse policy tools which are used by governments and how these policies impact the global organisation.
	4. Comprehend how businesses benefit from understanding the role of Management in organisations.
	5. Synthesise theoretical and practical knowledge of management of global organisations, develop an in-depth understanding of the theories and practical knowledge necessary for managers to formulate appropriate strategies.
Group or individual	Group
Weighting	40%
Due Date	Week 10

ASSESSMENT 3: DESCRIPTION

Purpose and requirement of this assessment:

Appendix: A summary of all the activities undertaken towards completion of the group assignment.
Research Report: A report based on the research on the topic chosen.

Guideline

Appendix:

Due Week 10, Friday 28/05/2021 at 5.00 pm. More detailed information is provided in the Group Assignment Folder under Assessments tab in Blackboard.

Research Report:

- Due on Week 10, Friday 28/05/2021 by 5 pm.
- Group Research Paper (Written Report)
- 3,000 words

ASSESSMENT 4: FINAL ASSESSMENT	
Aligned Unit learning outcomes	1. Acquire a broad understanding of the theoretical and practical knowledge of Management and Organisations.
	2. Analyse complex problems relating to Management and Organisations and their impact on the business due to globalisation.
	3. Critically analyse policy tools which are used by governments and how these policies impact the global organisation.

	4. Comprehend how businesses benefit from understanding the role of Management in organisations.
	5. Synthesise theoretical and practical knowledge of management of global organisations, develop an in-depth understanding of the theories and practical knowledge necessary for managers to formulate appropriate strategies.
Group or individual	Individual
Weighting	50%
Due Date	Week 13

ASSESSMENT 4: DESCRIPTION

Purpose:

Description:
Final Assessment: To be advised.

Assessment Submission

- All work must be submitted on Blackboard by the due date along with a completed Assignment Cover Page.
- The assignment must be in MS Word format, 1.5 spacing, 12-pt Arial font and 2 cm margins on all four sides of your page with appropriate section headings and page numbers.
- Reference sources must be cited in the text of the report, and listed appropriately at the end in a reference list, all using Harvard referencing style.

Ensure the report is checked for plagiarism using SafeAssign. Please read the academic integrity statement included in this document. Consult your lecturer if you are unsure or you require clarification about academic integrity.

Extensions and Special Consideration

If circumstances beyond your control will prevent you from submitting an assignment by the due date or your performance has been impacted by circumstances outside your control, then you should apply for **Special Consideration** through **Student Services** as soon as you become aware of the problem. You may be allowed to do the task at another time or may give you an extension of up to two weeks or have yours marks adjusted.

Assignment Extensions are normally only approved when students apply before the due date. Student Services may ask you to supply supporting documentation about the difficulties you are facing, and evidence of the work you have completed so far.

Note that work that is submitted late without an approved extension will be subject to a marking penalty, or may not be marked at all. Details of the penalties can be found in the Higher Education Student Handbook at https://www.holmes.edu.au/pages/about/policies

Academic Integrity

Holmes Institute is committed to ensuring and upholding Academic Integrity, as Academic Integrity is integral to maintaining academic quality and the reputation of Holmes' graduates. Accordingly, all assessment tasks need to comply with academic integrity guidelines. Table 1 identifies the six categories of Academic Integrity breaches. If you have any questions about Academic Integrity issues related to your assessment tasks, please consult your lecturer or tutor for relevant referencing guidelines and support resources. Many of these resources can also be found through the Study Sills link on Blackboard.

Academic Integrity breaches are a serious offence punishable by penalties that may range from deduction of marks, failure of the assessment task or unit involved, suspension of course enrolment, or cancellation of course enrolment.

Table 1: Six categories of Academic Integrity Breaches

Plagiarism	Reproducing the work of someone else without attribution. When a student submits their own work on multiple occasions this is known as **self-plagiarism**.
Collusion	Working with one or more other individuals to complete an assignment, in a way that is not authorised.
Copying	Reproducing and submitting the work of another student, with or without their knowledge. If a student fails to take reasonable precautions to prevent their own original work from being copied, this may also be considered an offence.
Impersonation	Falsely presenting oneself, or engaging someone else to present as oneself, in an in-person examination.
Contract cheating	Contracting a third party to complete an assessment task, generally in exchange for money or other manner of payment.
Data fabrication and falsification	Manipulating or inventing data with the intent of supporting false conclusions, including manipulating images.

Source: INQAAHE, 2020

Holmes Institute Academic Integrity and Conduct Policy can be found at
https://www.holmes.edu.au/pages/about/policies

Supplementary Assessment

Supplementary Assessment is available to students in this module if a student who has met each of the following conditions:

1. **The student has achieved a grade of less than 50% in a previous attempt at the unit;**
2. **The student has submitted all required assessment items for the unit;**
3. **The student's name has not been recorded in the Academic Misconduct Register in relation to the unit of the supplementary assessment occurs;**

The student will be informed by Faculty of a supplementary examination within ten (10) working days of results being released. A Supplementary examination cannot be deferred unless there are compelling and compassionate circumstances and a Special Consideration application must be submitted.

A student who attempts a supplementary assessment will not be able receive a total mark higher than 50% for that unit.

More details can be found in the Assessment Policy and Procedure – Higher Education at https://www.holmes.edu.au/pages/about/policies.

Unit Calendar

Please note, the sequence of some topics may change due to staff availability, resourcing, or due to unforeseen circumstances.

Week	Lecture Topic	Tutorial / Assessment Schedule	Readings/Preparation
1	An Overview of Organisational Behaviour and Managing Across Borders		Chapter 1
2	The Changing Environment of Organizations – A Global Perspective		Chapter 2
3	Individual Characteristics Chapter 4- Values and Perceptions and Global Implications		Chapter 3
4	Motivating Behaviour with Work and Rewards – Motivating a Global Workplace Groups and Teams – Managing Multicultural Teams	**Online Test 1**	Chapters 5 and 6 Chapter 7
5	Groups and Teams/Managing Multicultural Teams		Chapter 7
6	Decision Making and Problem Solving – Culture and Nationality Influences		Chapter 8
7	Communication – Cultural Differences between in Communication Managing Conflict and Negotiating – Conflict Management Differences Across Cultures	**Online Test 2**	Chapter 9 Chapter 10
8	Traditional and Contemporary Views of Leadership in Organisations – The Role of Leaders Across Cultures		Chapters 11 and 12
9	Power, Influence, and Politics – Implications on National Culture		Chapter 13
10	Organisational Structures and Design – Multinational Organisational Structures	**Group Appendix and Final Report Due**	Chapter 14
11	Organisational Culture – Cross Cultural Influences on Conflict Cultures		Chapter 15

Week	Lecture Topic	Tutorial / Assessment Schedule	Readings/Preparation
12	Organisation Change and Change Management – The Added Complexity of Global Change. A Revision Lecture will be included in Week 12		Chapter 16
13		**Final Assessment**	