COURSE OUTLINE FOR HRM 4480 (CROSS CULTURAL MANAGEMENT)

INSTRUCTOR INFORMATION

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COURSE OBJECTIVES

The purpose of this course is to introduce you to the various frameworks and practical techniques in cross-cultural management. Some of the exciting topics that will be covered include the epistemology of culture, how culture affects human resource management, cross-cultural negotiations, multicultural workplace, and comparative management practices. This course also aims to develop students' understanding and skills in diagnosis and solving cross-cultural challenges.

VENUE AND CLASS TIME

BC 230, Tuesdays, 11:30-2:30

TEXT

Browaeys, M.J. and Price, R. (2015). *Understanding cross-cultural management*, 3rd edn., Harlow: Pearson.

ASSESSMENTS

Assessments Weighting (%)
1. Presentation 10%
2. Training game 10%
3. Weekly critique 10%
4. Mid-term test 30%
5. Final Exam 40%

The **presentation** involves teams of students leading a short lecture (1 hour per team) about the various cultural theories/frameworks. You should focus on their developments, business and HR implications, and especially the limitations (NB: Are there exceptions to the theories?) This involves the team doing some academic research using online sources such as ProQuest and the Internet. **I do not want to see a regurgitation of the text.** The talk/discussion is a very simple information dissemination session. There is no need to use

any prop. Your team's performance will be jointly judged by your peers (50% weighting) and me (50% weighting). The 50-50 split is designed to minimize peer rating bias and single rater bias. Criteria for assessing this presentation include:

1. Background research on the concept(s)
2. Coverage of development (background, history, and subsequent developments) of the concept(s)
3. Business and HR implications
4. Limitations of the concept(s)

The **training game** involves teams of students designing corporate training games to train the rest of the class. Your team's performance will be jointly judged by your peers (50% weighting) and me (50% weighting). The 50-50 split is designed to minimize peer rating bias and single rater bias. You will be judged on four criteria: (1) How well did the game relate to cross-cultural management?, (2) What is the training value of the game?, (3) Is the game fun and engaging?, and (4) Is the game well thought out or planned? Prizes will be given for the best training games!

Plan your game in three major blocks:

1. What is the purpose of the game? What is the focus? Spend about 5-10 minutes to brief the class what you intend to do or achieve. Allow some time for people to absorb their roles.
2. Let the game run for about 20-30 minutes.
3. Spend 5-10 minutes to debrief the class. What are the lessons to be learnt?

Any problem with teamwork should be addressed ASAP. Sweeping the problem under the carpet and pretending it is not there will only build resentment and compromise the quality of the project. As mature adults, I expect every individual to take personal responsibility in your work and be professional, especially in teamwork. I do not expect the rest of the team members to carry the load while one person slacks off nor should you tolerate the individual who does not contribute! So I expect the team to document every meeting and this document should be submitted to me either during or before the scheduled training game. The document should contain:

1. When and where the meeting was held,
2. When the meeting started, when the meeting ended, and who chaired the meeting,
3. What were the agendas of the meeting and were the agendas of the previous meeting accomplished (if not, why and how will these agendas be completed before the next meeting?),
4. Who were present at the meeting and if a member couldn't attend, was the work submitted beforehand to the satisfaction of all the team members?,
5. How was the work distributed (who did what, and what was the percentage of the work undertaken by each person), and
6. Names and signatures of all the team members.

The **weekly critique** is worth 10% and involves a short reflective piece of work about the theme(s) covered in the previous week (1 to 2 pages). This is only submitted in class (1st submission in session 2). At any point in time, you can submit an extra critique. Here

are some ideas to help you think about what to include in the critique:

1. What is one theme covered in the previous session that is important or interesting to me? Why?,
2. Is there an organization that I am aware of (not necessarily the ones mentioned in class) that exemplifies the themes mentioned?
3. Is this example universal (i.e., applicable worldwide) or unique (i.e., applicable in specific conditions)?
4. Any other observations or thoughts about the theme?

A late critique is worth 50% of the mark.

The **mid-term exam** is worth 30% and consists of 20 multiple choice questions (10 marks) and 20 short answer questions (20 marks). The exam is 2-hour long.

The **final exam** will be take place during the exam period. The exam consists of 5 questions. The final exam is cumulative and is 3-hour long.

Students missing a final exam will have to submit a Deferred Standing Agreement form along with supporting documentation **within one week from the date of your final examination** to write a deferred exam.

Session 1 (Sept 10)	1. Course debriefing 2. What is culture? (Chapter 1)
Session 2 (Sept 17)	1. Dimensions and models of culture (Chapter 2) 2. Participation in a fun training game 3. Submit weekly critique in class.
Session 3 (Sept 24)	1. Teams should be formed by now (forward the names of the team members to me) 2. Other dimensions and models of culture (Chapter 5 & 8) 3. Submit weekly critique in class.
Session 4 (Oct 1)	1. Organizational culture (Chapters 6, 9 & 10) 2. Submit weekly critique in class.
Session 5 (Oct 8)	1. Culture in the international contexts especially for marketing (Ch 11) 2. Submit weekly critique in class.
Reading week, Oct 12-18	
Session 6 (Oct 15)	1. Mid-term (2 hrs) 2. Submit weekly critique in class.
Session 7 (Oct 22)	1. Team training game (1 team max) 2. Team presentation (1 team max) 3. Cultural diversity (Chapter 12) 4. Submit weekly critique in class.
Session 8 (Oct 29)	1. Team training game (1 team max) 2. Team presentation (1 team max) 3. Cross cultural communication (Chapters 13, 14 and 18) 4. Submit weekly critique in class.
Session 9 (Nov 5)	1. Team training game (1 team max) 2. Team presentation (1 team max) 3. Cross cultural negotiation (Chapter 15) 4. Submit weekly critique in class.
Session 10 (Nov 12)	1. Team training game (1 team max) 2. Team presentation (1 team max) 3. International teams (Chapter 16) 4. Submit weekly critique in class.
Session 11 (Nov 19)	1. Team training game (1 team max) 2. Team presentation (1 team max) 3. Cross cultural conflicts (Chapter 17) 4. Submit weekly critique in class.
Session 12 (Nov 26)	1. Team training game (1 team max) 2. Team presentation (1 team max) 3. Course re-cap