CROSS CULTURAL MANAGEMENT
HRM4480
FALL 2023

Course instructor(s): Christopher Chan ☰ cristoph@yorku.ca

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.

Times and locations: Tuesdays 11:30-2:30 in BC230.

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

Assessments:

Team presentation (20%)

The presentation should consider:
1. A background of the idea/theory/practice,
2. A consideration of its strengths,
3. A consideration of its limitations (Hint: Think about exceptions or situations where that idea/theory/practice might not work),
4. Is/Are there alternative idea(s), theory(ies)/practice(s) that should be considered and why?

Your team's presentation 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. The four criteria above will be used for evaluation.

Training game (20%)

The training game involves teams of students designing corporate training games to train the rest of the class. 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?

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?

Weekly critique (20%)

The weekly critique 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). There are 10 critiques to hand in in total. 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 will be worth 50% of the mark.

Mid-term test (20%)

The mid-term consists of 20 multiple choice questions (10 marks) and 20 short answer questions (10 marks). Materials from sessions 1-4 will be covered in the 2-hour exam.

Final test (20%)

The final test consists of 20 multiple choice questions (10 marks) and 20 short answer questions (10 marks). This is a cumulative 2-hr exam.

Session 1 (Sept 12)	1. Course debriefing 2. What is culture? (Chapter 1)
Session 2 (Sept 19)	1. Dimensions and models of culture (Chapter 2) 2. Participation in a fun training game 3. Submit 1st critique.
Session 3 (Sept 26)	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 2nd critique.
Session 4 (Oct 3)	1. Organizational culture (Chapters 6, 9 & 10) 2. Submit 3rd critique in class.
Reading week, Oct 7-13	
Session 5 (Oct 17)	1. Mid-term 2. Submit 4th critique.

Session 6 (Oct 24)	1. Culture in the international contexts especially for marketing (Ch 11) 2. Submit 5th critique.
Session 7 (Oct 31)	1. Team training game (1 team max) 2. Team presentation (1 team max) 3. Cultural diversity (Chapter 12) 4. Submit 6th critique.
Session 8 (Nov 7)	1. Team training game (1 team max) 2. Team presentation (1 team max) 3. Cross cultural communication (Chapters 13, 14 and 18) 4. Submit 7th critique.
Session 9 (Nov 14)	1. Team training game (1 team max) 2. Team presentation (1 team max) 3. Cross cultural negotiation (Chapter 15) 4. Submit 8th critique.
Session 10 (Nov 21)	1. Team training game (1 team max) 2. Team presentation (1 team max) 3. International teams (Chapter 16) 4. Submit 9th critique.
Session 11 (Nov 28)	1. Team training game (1 team max) 2. Team presentation (1 team max) 3. Cross cultural conflicts (Chapter 17) 4. Submit 10th critique.
Session 12 (Dec 5)	1. Final test

Course readings
[Copyright Support staff are available for helping instructors link their readings to York University's e-resources at copy@yorku.ca. Please also visit the York Bookstore webpage for ordering e-books and for the free shipping of course books/kits to students with a Canadian address.]

Course policies

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Academic honesty and integrity
In this course, we strive to maintain academic integrity to the highest extent possible. Please familiarize yourself with the meaning of academic integrity by completing SPARK's Academic Integrity module at the beginning of the course. Breaches of academic integrity range from cheating to plagiarism (i.e., the improper crediting of another's work, the representation of

another's ideas as your own, etc.). All instances of academic dishonesty in this course will be reported to the appropriate university authorities, and can be punishable according to the [Senate Policy on Academic Honesty.](#)

Course information
All students are expected to familiarize themselves with the following information:
- [Student Rights & Responsibilities](#)
- [Academic Accommodation for Students with Disabilities](#)
- [For more language on course information, please consult the University's [Important Course Information document](#).]

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