

COURSE SYLLABUS



COURSE TITLE:	Business 314 – Cross Cultural Leadership
CLASS SECTION:	Sec 001 (Wednesday / 6:00 – 8:50 pm)
TERM:	FALL 2022
COURSE CREDITS:	3 credits
DELIVERY METHOD(S):	Face to Face lecture

Camosun College campuses are located on the traditional territories of the Lək̓ʷəŋən and W̱SÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here. Learn more about Camosun's [Territorial Acknowledgement](#).

The COVID-19 pandemic has presented many challenges, and Camosun College is committed to helping you safely complete your education. Following guidelines from the Provincial Health Officer, WorkSafe BC, and the B.C. Government to ensure the health and wellbeing of students and employees, Camosun College is providing you with every possible protection to keep you safe. Our measures include COVID Training for students and employees, health checks, infection control protocols including sanitization of spaces, PPE and ensuring physical distancing. For details on these precautions please follow this link: <http://camosun.ca/covid19/faq/covid-fags-students.html>. However, if you're at all uncomfortable being on campus, please share your concerns with your Instructor. If needed, alternatives will be discussed.

Camosun College requires mandatory attendance for the first class meeting of each course. If you do not attend, and do not provide your instructor with a reasonable explanation in advance, you will be removed from the course and the space offered to the next waitlisted student.

INSTRUCTOR DETAILS

NAME: Joanne Irvine
EMAIL: irvinej@camosun.ca
OFFICE: CBA 273
HOURS: Wednesdays 5pm to 6pm and as requested.

As your course instructor, I endeavour to provide an inclusive learning environment. However, if you experience barriers to learning in this course, do not hesitate to discuss them with me. Camosun College is committed to identifying and removing institutional and social barriers that prevent access and impede success.

CALENDAR DESCRIPTION

This course will focus on historical and cultural perspectives of leadership and the impact of globalization on the practice of leading across cultures. The theoretical and practical issues of cross-cultural leadership in organizations will provide the context for the readings and discussion. Students will examine the intercultural and leadership competencies needed to build and maintain relationships with employees, clients and other businesses in a cross-cultural business environment. They will learn how to build inclusive environments, that build trust and encourage high performance in their organizations.

PREREQUISITE(S): C in BUS 214 OR Bachelor degree from a recognized post-secondary institution – Must be completed prior to taking this course.

CO-REQUISITE(S):

EXCLUSION(S):

Learners will participate in small group discussions and presentations that focus on reviewing the chapter materials and weekly concepts. As well they may be required to submit individual or group assignments.

Participation counts! To fully engage in this learning experience, students need to attend the classes, participate in the discussions, participate in the in-class activities, read the assigned materials online and in the textbook, review the PowerPoint files and complete the activities for review within the course. Your Instructor will guide you through the course materials and provide feedback on your progress but successful learners will take responsibility for their own learning. Please refer to the participation marking rubric for guidelines on how to get full marks for your participation in this course.

COURSE LEARNING OUTCOMES / OBJECTIVES

Upon successful completion of this course, the learner will be able to:

- Articulate the challenges and propose solutions to the practical issues of cross-cultural leadership in their organizations.
- Demonstrate a strong understanding of how culture influences leadership in new cultural and business environments.
- Critically analyze and apply various intercultural leadership competencies.
- Display a deepened awareness and understanding of their own cultural identity and leadership point-of-view.
- Demonstrate how to build trust and support inclusion in a cross-cultural team.
- Develop a personal plan to address challenges in intercultural leadership in their own organizations.
- Articulate a broad variety of diverse perspectives from local Indigenous values and principles to those originating from countries outside North America.

REQUIRED MATERIALS & RECOMMENDED PREPARATION / INFORMATION

- a) Thomas, D. C., & Inkson, K. (2021). *Cross-Cultural Management: An Introduction*. SAGE Publications, Inc. (US). ISBN: 978-1-071800-02-7 You will need the text to be successful in this course.
 - b) Additional articles will be assigned in class and/or available through the Camosun library and the D2L course site.
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COURSE SCHEDULE, TOPICS, AND ASSOCIATED PREPARATION / ACTIVITY / EVALUATION

The following schedule and course components are subject to change with reasonable advance notice, as deemed appropriate by the instructor.

WEEK or DATE RANGE	ACTIVITY or TOPIC	OTHER NOTES
Week 1 Sep 6 - 11	Introduction to Course For Next Week Read: Fitzsimmons, S.R. (2013). Multicultural employees: A framework for understanding how they contribute to organizations.	Course outline, assignments, text/readings, participation expectations.
Week 2 Sep 12 – 18 <i>Withdraw by Sept. 12 to receive an 80% tuition refund</i>	Class Discussion: Fitzsimmons Article Understanding Basics of Leadership & Culture Perspectives on Culture	Teams Assigned for Chapter Presentations Pairs Assigned for Article Presentations
Week 3 Sep 19 - 25	Values Based Leadership and the Multicultural Vision Developing and Implementing a Multicultural Vision	#1 Critical Reflection Due for next week's in- class sharing and Peer Feedback
Week 4 Sep 26 - Oct 2 <i>Sept. 30 National Day for Truth and Reconciliation, College closed</i>	Student Presentation: Chapter 1 – The International Manager Student Presentation: Chapter 2 – Describing Culture Student Presentation Article: Pair #1 Culture and Society Hofstede's Cultural Dimensions	Team Chapter 1 Presentation Team Chapter 2 Presentation Pairs article Presentation #1 Critical Reflection Due for in-class sharing and Peer Feedback
Week 5 Oct 3 - 9	Student Presentation: Chapter 3 – Comparing Cultures Student Presentation Article: Pair #2 Student Presentation Article: Pair #3 Emotional Intelligence The Business Case for Diversity	Team Chapter 3 Presentation Pairs article Presentation #1 Critical Reflection Due to D2L Peer Feedback Due to D2L
Week 6 Oct 10 – 16 <i>Oct. 10 Thanksgiving Day, College closed</i>	Student Presentation: Chapter 4 – How Culture Works Student Presentation Article: Pair #4 Student Presentation Article: Pair #5 Recruitment – Diversity Practices in the Workplace	Team Chapter 4 Presentation Pairs article Presentation
Week 7 Oct 17 - 23	Student Presentation: Chapter 5 – Cross-Cultural Decision Making Student Presentation Article: Pair #6 Student Presentation Article: Pair #7 Discrimination – Equity – Sexual Harassment Employer Practices and Responsibilities	Team Chapter 5 Presentation Pairs article Presentation

WEEK or DATE RANGE	ACTIVITY or TOPIC	OTHER NOTES
Week 8 Oct 24 - 30	<p>Student Presentation: Chapter 6 – Communicating and Negotiating Across Cultures</p> <p>Student Presentation Article: Pair #8</p> <p>Student Presentation Article: Pair #9</p> <p>Religious and Spiritual Diversity in the Workplace Human Rights Legislation</p>	<p>Team Chapter 6 Presentation Pairs article Presentation</p> <p>#2 Critical Reflection Due to D2L</p>
Week 9 Oct 31 - Nov 6	<p>Student Presentation: Chapter 7 – Motivation and Leadership Across Cultures</p> <p>Student Presentation Article: Pair #10</p> <p>Student Presentation Article: Pair #11</p> <p>Stereotypes</p> <p>Leading in Today's Multicultural World</p>	<p>Team Chapter 7 Presentation Pairs article Presentation</p>
Week 10 Nov 7 – 13 Nov. 11, <i>Remembrance Day, College closed</i>	<p>Student Presentation: Chapter 8 – Multicultural Work Groups and Teams</p> <p>Student Presentation Article: Pair #12</p> <p>Student Presentation Article: Pair #13</p> <p>Assessing Leadership Behavior</p>	<p>Team Chapter 8 Presentation Pairs article Presentation</p>
Week 11 Nov 14 - 20	<p>Student Presentation: Chapter 9 – Culture and the Structure of International Organizations</p> <p>Student Presentation Article: Pair #14</p> <p>Student Presentation Article: Pair #15</p> <p>Transformative Training – Culture Learning</p>	<p>Team Chapter 9 Presentation Pairs article Presentation</p>
Week 12 Nov 21 - 27	<p>Student Presentation: Chapter 10 – International Assignments</p> <p>Student Presentation Article: Pair #16</p> <p>Solving Problems & Resolving Conflict in a multicultural environment</p>	<p>Team Chapter 10 Presentation Pairs article Presentation</p> <p>#3 Critical Reflection Due to D2L</p>
Week 13 Nov 28 - Dec 4	<p>Student Presentation: Chapter 11 – Managing Across Cultures Into the Future</p> <p>Intercultural Knowledge to Competence</p>	<p>Team Chapter 11 Presentation Pairs article Presentation</p>

WEEK or DATE RANGE	ACTIVITY or TOPIC	OTHER NOTES
Week 14 Dec 5 - 11	In-Class Sharing of 1 Critical Reflection Cultural Intelligence Intercultural Sensitivity The Future of Intercultural Leadership Cross Cultural Management after COVID-19	Course Review – All Chapters Wrap Up Discussion #4 Critical Reflection Due to D2L
Final Exam week Dec 12 - 20	EXAMINATION PERIOD	No Final Exam

Students registered with the Centre for Accessible Learning (CAL) who complete quizzes, tests, and exams with academic accommodations have booking procedures and deadlines with CAL where advanced noticed is required. Deadlines can be reviewed on the [CAL exams page](http://camosun.ca/services/accessible-learning/exams.html). <http://camosun.ca/services/accessible-learning/exams.html>

In this class, you will complete group assignments worth up to 35% of your grade and individual assignments worth up to 65%.

EVALUATION OF LEARNING

DESCRIPTION	WEIGHTING
INDIVIDUAL ASSIGNMENTS	
• Analysis of Research Article – Research Paper	20%
• Class Participation	20%
• Critical Reflection Journals 4 Journal Submissions (5% each) 1 Constructive Feedback to Peer (5%)	25%
GROUP ASSIGNMENTS	
• Group Chapter Presentation	25%
• Pairs Presentation of Research Article	10%
	TOTAL
	100%

If you have a concern about a grade you have received for an evaluation, please come and see me as soon as possible. Refer to the [Grade Review and Appeals](http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf) policy for more information.
<http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf>

COURSE GUIDELINES & EXPECTATIONS

Assignment formatting. The School of Business uses APA 7 style for formatting assignments and citing references. Proper citations and formatting using APA style will be required. See Camosun College citation guides: <http://camosun.ca.libguides.com/apa7>

- Where required by your instructor, submit all assignments into the D2L assignments by your last name.
- In text citations for quotes, paraphrasing, and references must be consistent with APA standards.
- Grammar, spelling, style and APA formatting, citations and referencing will be assessed in your mark.
- All submitted work must be properly referenced to sources where required by your instructor.

- ❑ Unless otherwise specified, you are to submit your own work, any work collaborated (unless permitted by the course) will be considered in violation of the College's Academic Integrity Policy. See Camosun's (2021) policy at: <https://legacy.camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf>.

Acts of academic dishonesty include, but are not limited to:

- ❑ Using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words.
- ❑ Duplicating a table, graph, or diagram, in whole or in part, without referencing the source.
- ❑ Paraphrasing the ideas of another person, whether written or verbal, without referencing the source.
- ❑ Providing answers to another student in any test, examination, or take-home assignment.
- ❑ Taking any unauthorized materials into an examination or test.
- ❑ Submitting the same paper or portions thereof for more than one assignment in different courses without the instructor's permission.
- ❑ **If you are uncertain or have any questions regarding academic integrity, please do not hesitate to discuss these with your instructor.**

SCHOOL OR DEPARTMENTAL INFORMATION

The School of Business is committed to promoting competence, professionalism and integrity in our students and developing their core skills to succeed throughout their academic programs and in their careers. The purpose of these guidelines is to provide clear expectations of appropriate academic conduct and to establish processes for discipline in appropriate circumstances. It is your responsibility to become familiar with the content and the consequences of academic dishonesty.

Camosun College School of Business (2016) Academic Honesty Guidelines from:

<http://camosun.ca/learn/school/business/current-students/documents/Academic-Honesty-Guidelines.pdf>.

Deadlines, exams, and assignments. You must submit your assignments on the due date or as announced. A grade of zero will be assigned to late submissions. There are no additional assignments or make-up exams of any kind if you performed poorly on an assignment, midterm or final exam.

- EXAM DATES WILL NOT BE RESCHEDULED.** Non-attendance on scheduled exam dates results in a zero grade. Exceptions will be made only for medical reasons or extenuating circumstances that must be submitted and then accepted by the instructor. Please advise your instructor promptly.
- Students registered through the [Centre for Accessible Learning \(CAL\)](#) should discuss timelines with their instructors at the beginning of each semester.
- Medical notes must be dated, signed, and be written on letterhead or prescription paper imprinted with the physician's name and address. Notes are accepted from Physician (GP or medical specialist), Nurse Practitioner, Psychiatrist, Psychologist, Counsellor and Aboriginal Elder. Electronic notes will not be accepted. Medical documentation must be received as soon as reasonably possible.

Final exams: Students are expected to write tests and final exams at the scheduled time and place. In emergency circumstances, a student may write a test or final examination before or after the scheduled time if the student would otherwise be unable to complete the program or course. Exceptions due to emergency circumstances, such as unavoidable employment commitments, health problems, or unavoidable family crises, require the approval of the appropriate instructor. **Holidays or scheduled flights are not considered emergencies.** The student may be required to provide verification of the emergency circumstance. See Camosun College (2018) Final Examinations from:

<http://camosun.ca/learn/calendar/current/procedures.html#academic>.

STUDENT RESPONSIBILITY

Enrolment at Camosun assumes that the student will become a responsible member of the College community. As such, each student will display a positive work ethic, assist in the preservation of College property, and assume responsibility for their education by researching academic requirements and policies; demonstrating courtesy and respect toward others; and respecting expectations concerning attendance, assignments, deadlines, and appointments.

SUPPORTS AND SERVICES FOR STUDENTS

Camosun College offers a number of services to help you succeed in and out of the classroom. For a detailed overview of the supports and services visit <http://camosun.ca/students/>.

Support Service	Website
Academic Advising	http://camosun.ca/advising
Accessible Learning	http://camosun.ca/accessible-learning
Counselling	http://camosun.ca/counselling
Career Services	http://camosun.ca/coop
Financial Aid and Awards	http://camosun.ca/financialaid
Help Centres (Math/English/Science)	http://camosun.ca/help-centres
Indigenous Student Support	http://camosun.ca/indigenous
International Student Support	http://camosun.ca/international/
Learning Skills	http://camosun.ca/learningskills
Library	http://camosun.ca/services/library/
Office of Student Support	http://camosun.ca/oss
Ombudsperson	http://camosun.ca/ombuds
Registration	http://camosun.ca/registration
Technology Support	http://camosun.ca/its
Writing Centre	http://camosun.ca/writing-centre

If you have a mental health concern, please contact Counselling to arrange an appointment as soon as possible. Counselling sessions are available at both campuses during business hours. If you need urgent support after-hours, please contact the Vancouver Island Crisis Line at 1-888-494-3888 or call 911.

Academic Accommodations for Students with Disabilities

The College is committed to providing appropriate and reasonable academic accommodations to students with disabilities (i.e. physical, depression, learning, etc). If you have a disability, the [Centre for Accessible Learning](#) (CAL) can help you document your needs, and where disability-related barriers to access in your courses exist, create an accommodation plan. By making a plan through CAL, you can ensure you have the appropriate academic accommodations you need without disclosing your diagnosis or condition to course instructors. Please visit the CAL website for contacts and to learn how to get started: <http://camosun.ca/services/accessible-learning/>

Academic Integrity

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf> for policy regarding academic expectations and details for addressing and resolving matters of academic misconduct.

Academic Progress

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.1.pdf> for further details on how Camosun College monitors students' academic progress and what steps can be taken if a student is at risk of not meeting the College's academic progress standards.

Course Withdrawals Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.2.pdf> for further details about course withdrawals. For deadline for fees, course drop dates, and tuition refund, please visit <http://camosun.ca/learn/fees/#deadlines>.

Grading Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf> for further details about grading.

Grade Review and Appeals

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf> for policy relating to requests for review and appeal of grades.

Mandatory Attendance for First Class Meeting of Each Course

Camosun College requires mandatory attendance for the first class meeting of each course. If you do not attend, and do not provide your instructor with a reasonable reason in advance, you will be removed from the course and the space offered to the next waitlisted student. For more information, please see the "Attendance" section under "Registration Policies and Procedures" (<http://camosun.ca/learn/calendar/current/procedures.html>) and the Grading Policy at <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf>.

Medical / Compassionate Withdrawals

Students who are incapacitated and unable to complete or succeed in their studies by virtue of serious and demonstrated exceptional circumstances may be eligible for a medical/compassionate withdrawal. Please visit

<http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.8.pdf> to learn more about the process involved in a medical/compassionate withdrawal.

Sexual Violence and Misconduct

Camosun is committed to creating a campus culture of safety, respect, and consent. Camosun's Office of Student Support is responsible for offering support to students impacted by sexual violence. Regardless of when or where the sexual violence or misconduct occurred, students can access support at Camosun. The Office of Student Support will make sure students have a safe and private place to talk and will help them understand what supports are available and their options for next steps. The Office of Student Support respects a student's right to choose what is right for them. For more information see Camosun's Sexualized Violence and Misconduct Policy: <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.9.pdf> and camosun.ca/sexual-violence. To contact the Office of Student Support: oss@camosun.ca or by phone: 250-370-3046 or 250-3703841

Student Misconduct (Non-Academic)

Camosun College is committed to building the academic competency of all students, seeks to empower students to become agents of their own learning, and promotes academic belonging for everyone. Camosun also expects that all students to conduct themselves in a manner that contributes to a positive, supportive, and safe learning environment. Please review Camosun College's Student Misconduct Policy at <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.5.pdf> to understand the College's expectations of academic integrity and student behavioural conduct.

Changes to this Syllabus: Every effort has been made to ensure that information in this syllabus is accurate at the time of publication. The College reserves the right to change courses if it becomes necessary so that course content remains relevant. In such cases, the instructor will give the students clear and timely notice of the changes.