

# COURSE SYLLABUS



COURSE TITLE:	Business 314 – Cross Cultural Leadership
CLASS SECTION:	Sec 001 (Monday / 2:30 – 5:20 pm)
LOCATION:	TECH 175
TERM:	WINTER 2025
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](#).

## ***Mandatory Attendance for First Class Meeting of Each Course***

*This section of BUS 314 requires mandatory attendance for the first class meeting of the 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 for Students” [Registration Policies for Students / Camosun College](#)*

## INSTRUCTOR DETAILS

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NAME: Joanne Irvine  
EMAIL: [irvinej@camosun.ca](mailto:irvinej@camosun.ca)  
OFFICE: CBA 273  
HOURS: Mondays 1:30pm to 2:30pm 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

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With an emphasis on applied learning and critical self-reflection, learners will examine the value, complexities, and challenges of supporting and promoting equity, diversity, and inclusion (EDI) in organizations. Analysing the ways in which social position and power influence identity, values, and beliefs, learners will challenge their perceptions and develop their willingness to walk into discomfort and engage meaningfully across difference. Learners will develop leadership competencies that enable them to build and maintain effective and respectful working relationships between and among diverse peoples and groups. Presentations and hot topic discussions are integral components of the course.

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. They will be required to submit individual and group assignments. Presentations and hot topic discussions are integral components of the course.

**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

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

1. Critically examine the benefits and challenges of, and strategies for, supporting and promoting equity, diversity and inclusion in organizations
2. Reflect on how their positionality influences their perspectives and behaviours in leadership roles
  - a. Examine stereotypes and inherent biases
  - b. Identify strategies to address personal gaps in leadership competencies that support equity, diversity and inclusion
  - c. Articulate growth in cultural intelligence
3. Build and maintain effective and respectful working relationships between and among diverse, Indigenous, and non-Indigenous individuals and groups
  - a. Apply cultural intelligence competencies to lead effectively
  - b. Engage respectfully with diverse perspectives and practices
  - c. Foster an inclusive environment
4. Solve problems and resolve conflict within and across diverse groups
5. Apply appropriate strategies for supporting and promoting EDI in a range of organizational contexts
6. Develop policies and procedures to mitigate and disrupt systemic advantage
  - a. Analyze organizational practices to identify inherent biases (e.g., recruitment practices, application of Canadian law regarding discrimination and accommodation)

#### REQUIRED MATERIALS & RECOMMENDED PREPARATION / INFORMATION

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- 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 etext to be successful in this course.

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Etext can be purchased at the Camosun Bookstore:

[https://www.camosuncollegebookstore.ca/buy\\_textbooks.asp?](https://www.camosuncollegebookstore.ca/buy_textbooks.asp?)

- 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 Jan 6-10	Introduction to Course	Course outline, assignments, text/readings, participation expectations.
Week 2 Jan 13-17 <i>Withdraw by Jan 12<sup>th</sup> to receive an 80% tuition refund</i>	Understanding Basics of Leadership & Culture Perspectives on Culture  For Next Week Read: Fitzsimmons, S.R. (2013). Multicultural employees: A framework for understanding how they contribute to organizations.	In Class Groups Assigned Teams Assigned for Chapter Presentations and Article Presentations
Week 3 Jan 20-24	Values Based Leadership and the Multicultural Vision  Developing and Implementing a Multicultural Vision  Class Discussion: Fitzsimmons Article	#1 Critical Reflection Due for next week's in-class sharing and Peer Feedback
Week 4 Jan 27-31	<b>Student Presentation: Chapter 1 – The International Manager</b> <b>Student Team Article Presentation</b>  Culture and Society Hofstede's Cultural Dimensions	Team Chapter 1 Presentation Team Article Presentation  #1 Critical Reflection Due for in-class sharing and Peer Feedback
Week 5 Feb 3-7	<b>Student Presentation: Chapter 2 – Describing Culture</b> <b>Student Team Article Presentation</b>  Privilege, Power and Intersectionality	Team Chapter 2 Presentation Team Article Presentation
Week 6 Feb 10-14	<b>Student Presentation: Chapter 3 – Comparing Cultures</b> <b>Student Presentation: Chapter 4 – How Culture Works</b> <b>Student Team Article Presentation</b>  Emotional Intelligence The Business Case for Diversity	Team Chapter 3 Presentation Team Chapter 4 Presentation Team Article Presentation  #1 Critical Reflection Due to D2L Peer Feedback Due to D2L
Week 7 Feb 17-21 Reading Week (Feb 17 <sup>th</sup> Family Day, College closed)	READING BREAK – NO CLASSES	

WEEK or DATE RANGE	ACTIVITY or TOPIC	OTHER NOTES
Week 8 Feb 24-28	<b>Student Presentation: Chapter 5 – Cross-Cultural Decision Making</b>  <b>Student Team Article Presentation</b>  Recruitment – Diversity Practices in the Workplace Discrimination – Equity – Sexual Harassment Employer Practices and Responsibilities	Team Chapter 5 Presentation Team Article Presentation  #2 Critical Reflection Due to D2L
Week 9 Mar 3-7	<b>Student Presentation: Chapter 6 – Communicating and Negotiating Across Cultures</b>  <b>Student Team Article Presentation</b>  Human Rights Legislation – Harassment and Bullying in the Workplace	Team Chapter 6 Presentation Team Article Presentation
Week 10 Mar 10-14	<b>Student Presentation: Chapter 7 – Motivation and Leadership Across Cultures</b>  <b>Student Team Article Presentation</b>  Religious and Spiritual Diversity in the Workplace Leading in Today's Multicultural World	Team Chapter 7 Presentation Team Article Presentation
Week 11 Mar 17-21	<b>Student Presentation: Chapter 8 – Multicultural Work Groups and Teams</b>  <b>Student Team Article Presentation</b>  Stereotypes and Humour	Team Chapter 8 Presentation Team Article Presentation
Week 12 Mar 24-28	<b>Student Presentation: Chapter 9 – Culture and the Structure of International Organizations</b>  <b>Student Team Article Presentation</b>  Solving Problems & Resolving Conflict in a Multicultural Environment	Team Chapter 9 Presentation Team Article Presentation  #3 Critical Reflection Due to D2L
Week 13 Mar 31-Apr 4	<b>Student Presentation: Chapter 10 – International Assignments</b>  <b>Student Team Article Presentation</b>  Assessing Leadership Behavior Transformative Training – Culture Learning  <b>Managing Across Cultures Into the Future</b>  Intercultural Knowledge to Competence – LGBTQ Inclusion in the Workplace	Team Chapter 10 Presentation Team Article Presentation

WEEK or DATE RANGE	ACTIVITY or TOPIC	OTHER NOTES
<b>Week 14</b> <b>Apr 7-11</b> <i>Apr 12<sup>th</sup> - Last Day to Withdraw without Academic Penalty</i>	In-Class Sharing of 1 Critical Reflection Cultural Intelligence Intercultural Sensitivity the Future of Intercultural Leadership	Course Review – All Chapters Wrap Up Discussion  #4 Critical Reflection Due to D2L
<b>Final Exam Period</b> <b>Apr 14-25</b>	<b>EXAMINATION PERIOD</b>	<b>No Final Exam</b>

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 scan 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%
• Group Presentation of Research Article	10%
<b>TOTAL</b>	<b>100%</b>

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

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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

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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

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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 [camosun.ca/services](https://camosun.ca/services).

Support Service	Website
Academic Advising	<a href="https://camosun.ca/services/academic-supports/academic-advising">camosun.ca/services/academic-supports/academic-advising</a>
Accessible Learning	<a href="https://camosun.ca/services/academic-supports/accessible-learning">camosun.ca/services/academic-supports/accessible-learning</a>
Counselling	<a href="https://camosun.ca/services/health-and-wellness/counselling-centre">camosun.ca/services/health-and-wellness/counselling-centre</a>
Career Services	<a href="https://camosun.ca/services/co-operative-education-and-career-services">camosun.ca/services/co-operative-education-and-career-services</a>
Financial Aid and Awards	<a href="https://camosun.ca/registration-records/financial-aid-awards">camosun.ca/registration-records/financial-aid-awards</a>
Help Centres (Math/English/Science)	<a href="https://camosun.ca/services/academic-supports/help-centres">camosun.ca/services/academic-supports/help-centres</a>
Indigenous Student Support	<a href="https://camosun.ca/programs-courses/iecc/indigenous-student-services">camosun.ca/programs-courses/iecc/indigenous-student-services</a>
International Student Support	<a href="https://camosun.ca/international">camosun.ca/international</a>
Learning Skills	<a href="https://camosun.ca/services/academic-supports/help-centres/writing-centre-learning-skills">camosun.ca/services/academic-supports/help-centres/writing-centre-learning-skills</a>
Library	<a href="https://camosun.ca/services/library">camosun.ca/services/library</a>
Office of Student Support	<a href="https://camosun.ca/services/office-student-support">camosun.ca/services/office-student-support</a>
Ombudsperson	<a href="https://camosun.ca/services/ombudsperson">camosun.ca/services/ombudsperson</a>
Registration	<a href="https://camosun.ca/registration-records/registration">camosun.ca/registration-records/registration</a>
Technology Support	<a href="https://camosun.ca/services/its">camosun.ca/services/its</a>
Writing Centre	<a href="https://camosun.ca/services/academic-supports/help-centres/writing-centre-learning-skills">camosun.ca/services/academic-supports/help-centres/writing-centre-learning-skills</a>

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 Integrity

Students are expected to comply with all College policy regarding academic integrity; which is about honest and ethical behaviour in your education journey. The following guide is designed to help you understand your responsibilities: <https://camosun.libguides.com/academicintegrity/welcome>

Please visit <https://camosun.ca/sites/default/files/2021-05/e-1.13.pdf> for Camosun's Academic Integrity policy and details for addressing and resolving matters of academic misconduct.

### 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:

<https://camosun.ca/services/academic-supports/accessible-learning>

### Academic Progress

Please visit <https://camosun.ca/sites/default/files/2023-02/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 <https://camosun.ca/sites/default/files/2021-05/e-2.2.pdf> for further details about course withdrawals. For deadline for fees, course drop dates, and tuition refund, please visit <https://camosun.ca/registration-records/tuition-fees#deadlines>.

### Grading Policy

Please visit <https://camosun.ca/sites/default/files/2021-05/e-1.5.pdf> for further details about grading.

### Grade Review and Appeals

Please visit <https://camosun.ca/sites/default/files/2021-05/e-1.14.pdf> for policy relating to requests for review and appeal of grades.

### 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 (see [policy](#)). Please visit <https://camosun.ca/services/forms#medical> to learn more about the process involved in a medical/compassionate withdrawal.

### 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>.

### 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: <https://camosun.ca/sites/default/files/2021-05/e-2.9.pdf> and [camosun.ca/services/sexual-violence-support-and-education](http://camosun.ca/services/sexual-violence-support-and-education). To contact the Office of Student Support: [oss@camosun.ca](mailto:oss@camosun.ca) or by phone: 250-370-3046 or 250-370-3841

### 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 <https://camosun.ca/sites/default/files/2021-05/e-2.5.pdf> to understand the College’s expectations of academic integrity and student behavioural conduct.

### Looking for other policies?

The full suite of College policies and directives can be found here: <https://camosun.ca/about/camosun-college-policies-and-directives>

**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.