

**COURSE CODE:** BUAD 308

**COURSE TITLE:** Multicultural Management

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### **Calendar Description**

In today's global environment, success or failure in business can depend on awareness of the cultural differences among people and countries. Consideration will be given to those issues and problems associated with management in different cultures and in particular to those issues that arise in international business. The course will examine the application of theory and research in multiculturalism including cross-cultural communication, culturally biased assumptions, contrasting cultural values and culture shock (also offered by Distance Education).

**Prerequisite(s):** BUAD 269, 272 or 293, and minimum third-year standing

**Co-requisite(s):** None

**Prerequisite For:** None

**Substitutable Courses:** None

**Graduation Requirement:** BBA, Management and Tourism & Hospitality Specialties - Elective

**Transfer Credit:** N/A

**Special Notes:** None

**Credits:** 3

**Hours per Week:** 3

**Originally Developed:** November 2004

**EDCO Approval:** April 2006

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**CHAIR'S APPROVAL:** 

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## Learning Outcomes

- Outcome Upon completion of this course students will be able to:
- 1 Describe the theories and practices found in international organizational behavior which will in turn provide the basis for understanding the complexity of managing in multicultural environments.
  - 2 Explain the wide range of different cultures found throughout the world of commerce.
  - 3 Facilitate decision-making within multicultural environments.
  - 4 Demonstrate effective presentation, communication and interpersonal/group skills based on multiple cultural perspectives.
  - 5 Communicate both orally and in writing, the analysis and decisions relating to multicultural management.

## Course Objectives

- Objectives This course will cover the following content:
- 1 The Global Manager's Environment
  - 2 Assessing the Environment: Political, Economic, Legal, and Technological
  - 3 Managing Interdependence: Social Responsibility, Ethics, and Sustainability
  - 4 The Cultural Context of Global Management
  - 5 Understanding the Role of Culture and Cultural Theory in the Global Business Arena
  - 6 Communicating Across Cultures
  - 7 Cross-Cultural Negotiations and Decision Making
  - 8 International Organizational Structure and Control Systems
  - 9 Staffing, Training, and Compensation for Global Operations
  - 10 Developing a Global Management Cadre
  - 11 Motivating and Leading in the Global Business Arena
  - 12 Technology and Cross-cultural Communication

## Professors

Name	Phone Number	Office	Email
Michael Conlin (Course Captain)	ext. 2318	E222	<a href="mailto:mconlin@okanagan.bc.ca">mconlin@okanagan.bc.ca</a>

## Evaluation Procedure

Assessment Activity 1	'In the News' Individual Presentations	5%
Assessment Activity 2	'Gung Ho' Analysis	25%
Assessment Activity 3	Group Country Presentations	25%
Assessment Activity 4	Multicultural Reflective Exercise	10%
Assessment Activity 5	In-class Examination	25%
Assessment Activity 6	Applied Multicultural Management Exercise	10%
TOTAL		100%

## Required Materials

International Management Managing Across Borders and Cultures, Deresky, H., (2021), 10th ed., Pearson Prentice-Hall. ISBN.978-0-13-306212-0

## Policy with respect to the use of AI - Generative AI tools are not permitted unless explicitly stated otherwise

The use of generative artificial intelligence tools is strictly prohibited in all course assignments unless explicitly stated otherwise by the instructor in this course. This includes ChatGPT and other artificial intelligence tools and programs. Whenever generative AI tools are permitted and used, they must be appropriately cited. (See [How to cite ChatGPT \(apa.org\)](#))

## Notes

The schedule may be altered, depending on the progression of the class and the needs and interests of the students. Exams will not be rescheduled for students unless they provide a doctor's note confirming that they were too ill to write the exam on the scheduled date.

In order to achieve top marks for Participation, students will have to attend class, volunteer for class activities, be well prepared and able to present some of their homework. Should you be unable to attend some classes or feel that your contribution is not as good as you like, please see your professor for alternative assignments and opportunities to add value to the class.

This course requires a significant amount of group work during class time and for course assignments. Please check Moodle for specific details on the course assignments, due dates and evaluation standards. Make sure to choose your group wisely as it will have a significant impact on your group component and your own final grade.

Final exams will only be rescheduled in accordance with College policy; inconvenience to the student is not a valid reason for rescheduling an exam.

## Course Schedule

BUAD-308-001-Multicultural Management-30985.202430 – Fall Term 2024		
Class & Date	Wednesday, September 4th, First day of class Friday, September 13th, Last day to register for Fall 2024 Monday, September 30th, Statutory Holiday (no classes) Monday, October 14th, Statutory Holiday (no classes) Friday, October 25th, Last day to withdraw from class without academic penalty Monday, November 11th, Statutory Holiday (no classes) Friday, December 6th, Last day of class Tuesday, December 10th – Friday, December 20th, Final Exam Period	
Date	Topic	Textbook
Week 1 – Sept 5	Course Introduction; Group Formation	Ch 1
Week 2 – Sept 12	Assessing the Environment: PELT Understanding the Role of Culture 'Coming of Age' BBC documentary	Ch 1, 3
Week 3 – Sept 19	The Role of Culture (continued) 'Outsourced' film	Ch 1, 3
Week 4 – Sept 26	<b>'In The News' (ITN) Presentations</b> Social Responsibility & Ethics 'Bhopal' CBC documentary	Ch 2
Week 5 – Oct 3	<b>ITN Presentations</b> Communicating Across Cultures 'The Anti-Americans' PBS documentary	Ch 4
Week 6 – Oct 10	<b>ITN Presentations</b> Cross-cultural Negotiation & Decision Making 'Shipbreaking' NFB documentary	Ch 5
Week 7 – Oct 17	<b>ITN Presentations</b> Staffing, Global Management, & Motivation	Ch 9, 10, 11
Week 8 – Oct 24	<b>ITN Presentations</b> Review of Key Theories, Concepts, and Practices	
Week 9 – Oct 31	<b>Assignment 2: Applied Exercise focusing on use of theory in work setting Media: screen 'Gung Ho'</b>	
Week 10 – Nov 7	<b>Country Profile Presentations – 1 through 5</b>	
Week 11 – Nov 14	<b>Country Profile Presentations – 5 through 10</b>	
Week 12 – Nov 21	<b>Assignment 4: Multicultural Reflection Exercise focusing on identifying stereotypes and anomalies</b>	
Week 13 – Nov 28	<b>Exam – Chapters 1 to 5 and 9 to 11</b>	Chs 1-5; 9-11
Week 14 – Dec 5	<b>Applied Multicultural Management Exercise</b>	
<b>NOTE: Activities which are in 'bold' are assessment activities in the course</b>		

## Skills Across the Business Curriculum

The Okanagan School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

## Student Conduct and Academic Honesty

### What is the Disruption of Instructional Activities?

At Okanagan College (OC), disruption of instructional activities includes student “conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC”, as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

### What is Cheating?

“Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination.”

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

### What is Plagiarism?

Plagiarism is defined as “the presentation of another person’s work or ideas without proper or complete acknowledgement.” It is the serious academic offence of reproducing someone else’s work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

“Intentional plagiarism is the deliberate presentation of another’s work or ideas as one’s own.” Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.

“Unintentional plagiarism is the inadvertent presentation of another’s work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit.”

### What are the Students’ Responsibilities to Avoid Plagiarism?

Students have a responsibility to read the OC Plagiarism Policy and Procedures outlined in the OC calendar, which is available in online format [www.okanagan.bc.ca](http://www.okanagan.bc.ca). Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors’ name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

“Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication “*Plagiarism Avoided; Taking Responsibility for your Work*”. This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The Okanagan School of Business requires the use of the APA or MLA style, but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 6<sup>th</sup> edition (2009)). A copy of the APA manual is available in the reference section and also available for circulation from OC libraries. The library website has access to these two major citing styles.

### What are the Penalties for Plagiarism and Cheating?

The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the Okanagan School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.