

Individual Reflections

Short reflections that connect each session to something you have actually seen.

WEIGHT	LENGTH	SUBMISSION
25% of module mark	300–500 words each	Your best 3, end of module

Submit your best **3 reflections** at the end of the module (deadline and channel will be confirmed in class). **One must be on the Group Presentations session (Block 9)**. You only have to submit three, but I strongly encourage you to write a short reflection after every session, since the practice is where most of the learning happens, and you'll have a stronger pool to choose from.

What a reflection is – and isn't

Answer the **session-specific prompt** below. Reflection means starting from something concrete you've observed or experienced (at work, in an internship, in your family, among friends, in life in Chengdu, or in our classroom itself: an exercise, a discussion, a moment that struck you), and asking what it means for cross-cultural HR practice.

The list below is purely optional. Pick whichever helps if you're stuck, ignore the rest; a strong reflection might not use any of them:

- What **surprised or unsettled** you, and why?
- What you used to **assume** about this, and what you'd update now.
- Where the session's framing **doesn't fit** something you've seen.
- What you'd **do differently** if you were the HR person in that situation.

WHAT I'M LOOKING FOR A specific starting point (not a generalisation about "Chinese culture" or "Western culture"), honest engagement, and a clear thread from your observation → today's session → cross-cultural HR practice.

ANONYMISATION

Feel free to anonymise individuals or small employers if you'd rather not name them. Broad-brush descriptions are fine, and you don't need to worry about this if you'd rather not.

CITATIONS

Cite any source whose argument you actually rely on, but remember these are reflections, not literature reviews. The point is your own thinking, not a summary of what others have said.

MARKING BANDS

BAND	WHAT IT LOOKS LIKE
Outstanding	Starts from a genuinely specific observation. Honest engagement that visibly shifts your own thinking. Clean thread from observation → session concept → cross-cultural HR practice. Shows what you'd actually do or rethink as a result.
Strong	Specific starting point; closely engaged with a session concept. Reflection goes well beyond summary. The "so what" for cross-cultural HR is clear, if not always sharp.
Sound	Some personal observation, partly leaning on generalisation. Session concept present but applied loosely. Reflective in tone, less so in substance.
Weak	Generic claims about "Chinese culture" or "Western culture". Little specific observation. Reads as a session summary or a paraphrase of a reading rather than a reflection.

Session-specific prompts

Note. These prompts are provisional. The version I confirm at the end of each session — on the closing slide and verbally — is the one that counts. I will flag any change clearly in class.

1 What is Culture?

Something you've noticed about *working culture in Chengdu* or your hometown: a habit, an expectation, a moment of friction. Why might it matter when those colleagues work with people from elsewhere? Using the **iceberg** image from today, which parts of what you noticed sit *above the waterline* (visible behaviours) and which sit *below* (assumptions, values, beliefs)?

2 Cultural Frameworks & Their Limits

Take one framework from today (Hofstede, Gelfand, GLOBE...). These frameworks describe **national** culture. Pick a workplace or organisation you actually know (a family business, an internship, a part-time job, even our classroom), and ask: where does what you've seen *align* with what the framework says about Chinese culture, and where does it clearly *deviate*? What might explain the gap?

3 Communication & Feedback

A real feedback moment you've given, received, or witnessed. What cultural assumptions about directness, hierarchy, or face were in play? How might the same exchange have landed with someone from a different background, and what would you change in your own approach now?

4 Leadership & Negotiation

A leader or negotiation you've actually observed (a manager, a teacher, a parent settling something, even a classroom debate today). What worked, what didn't, and how do you think that style would read in a different cultural setting?

5 Expatriate Mgmt & Int'l Staffing

Someone you know who has moved for work, whether across provinces in China, abroad, or you yourself. What part of the transition was hardest, and where would today's session have helped them, or the HR team supporting them?

6 Global Talent / Remote / M&A

Your own experience of working or studying across distance, or with people from elsewhere (group projects, online classes, family overseas). What turned out to be harder than expected, and what does that suggest HR has to design for in genuinely global teams?

7 Performance Mgmt & Rewards

A way you've been evaluated or rewarded: in school, an internship, a sports team, your family. Did it help you grow? Would the same approach work for someone with very different cultural expectations about feedback, hierarchy, or recognition, and what would have to change?

8 Labour Relations, Ethics & Institutions

Something you've seen, heard about, or read regarding how workers and employers actually settle things in China, whether through formal channels, informal ones, or somewhere in between. What does it tell you about HR's room to manoeuvre, and what do you suspect would look different in another country?

9 Group Presentations **MANDATORY**

What you learned from preparing and delivering your own presentation, **and** from watching at least two other groups. What did the experience teach you about working in a diverse team?

10 AI & Tech in CCHRM

A specific time you've used AI or HR tech yourself (for study, work, or job hunting), or a story you've heard. What did it help with, what did it miss about the cultural or human side, and where would you want a human in the loop?
