



**Carleton**  
University

**Sprett**  
School of Business

## INTERNATIONAL AND COMPARATIVE MANAGEMENT

BUSI 3703 A  
WINTER 2025

<b>Instructor:</b>	Dunja Palic
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<b>Office:</b>	Online (or in-person by appointment)
<b>Office Hours:</b>	By appointment
<b>TA:</b>	TBD
<b>Office Hours:</b>	By appointment
<b>Email:</b>	TBD
<b>Modality:</b>	In-person
<b>Class Times:</b>	Monday 8:35am – 11:25am

**In order to stay updated with important notifications and announcements from Carleton University, please download the Carleton University App. This will ensure you receive timely information regarding your courses and other university-related updates throughout the term.**

**Pre-requisites:** second-year standing, and BUSI 2101 or BUSI 2702 (with a grade of C or higher in each).

### **Course Calendar Description** (from the [2024/2025 University Calendar](#))

The management of large organizations spanning national boundaries, including domestic firms with international markets, and multinational corporations. Difficulties of maintaining communication and control in international operations in disparate cultural settings.

### **Course Description**

In an increasingly competitive global business environment, managers must be prepared to work effectively with people and organizations from various national contexts. This course is directed toward developing an understanding of the opportunities and challenges presented by the global environment as well as the managerial skills required to succeed. It specifically considers the role of culture in influencing effective business operations at the international, organizational,



and individual levels. This course is designed to provide students with the foundational theories of managing a global workforce.

### Drop Course Policy

The deadline for academic withdrawal follows the dates prescribed by Carleton University: <https://calendar.carleton.ca/academicyear/>

The deadline to drop this course with full fee adjustment is January 31<sup>st</sup>, 2025. The last day to withdraw from full winter courses is March 15<sup>th</sup>, 2025.

### Learning Outcomes

By the end of this course, students should be able to...

1. Implement principles of organizational behavior and organizational theory to the context of international business operations;
2. Recommend managerial and strategic perspectives that are supportive of corporate goals and compatible with local conditions;
3. Explain the dynamic role of culture in business practices when evaluating business alternatives in international settings;
4. Discuss the effects of culture on motivation, communication, and group and individual interaction;
5. Assess how cultural differences might affect them personally if they engage in an international assignment or work in a multicultural environment.

### Reading(s)/Textbook(s)/Required Materials

Steers, R. M., Osland, J. S., and Szkudlarek, B. (2024). *Management across Cultures: Challenges, Strategies, and Skills*. 5th ed. Cambridge: Cambridge University Press. ISBN: 9781009359313.

- The required textbook will be available at Carleton Bookstore and also as an e-book on Cambridge University Press for \$68.95 (for either paperback or e-book) <https://www.cambridge.org/highereducation/books/management-across-cultures/BB7FBBF5BC5B441AE0F3D3EA3817BB7A#overview>

### Course Completion Requirements

Evaluations	Elements	Percentage of grade	Due date
Reflections	Reflection 1	2.5%	Jan. 6
	Reflection 2	2.5%	Mar. 24
Essay	Essay	15%	Feb. 10
Case	Comprehensive case	20%	Mar. 3
Term Project	Company report	5%	Jan. 27
	Managerial report	20%	Mar. 17
Group project	Presentation	10%	Mar. 31



	Report	15%	Apr. 8
	Evaluations	-	Apr. 8
Individual contribution	Class participation	10%	Ongoing
	<b>Total:</b>	<b>100%</b>	

\*Your final grade will be a weighted grade of all the above assessment items. Final grades are subject to Dean's approval.

### ***Reflections (5%)***

- You will be asked to complete two reflections for this course concerning your personal insights about course content. One reflection will be due at the beginning of the course, and one will be due at the end of the course. Please bear in mind that **the second reflection will ask you to consider your first reflection**, so it is important that it is completed. Prompts for the reflections and expectations can be found on Brightspace.

### ***Essay (15%)***

- This course focuses on the management of intercultural collaboration in the workplace. You will be asked to write an essay addressing this topic. It is expected that you will provide logical arguments supported by reputable secondary sources, including academic articles. Additional information about the essay topic and expectations will be posted on Brightspace and discussed in class.

### ***Case (20%)***

- You will be asked to read and analyze one case, applying relevant theoretical concepts and your personal insights. This case analysis is your midterm assessment and will be comprehensive, worth 20%. Additional instructions will be posted on Brightspace.

### ***Term Project (25%)***

- The term project is an individual assignment that will be split into two reports. In this project, you will be asked to research an existing multinational company of your choice and determine a country you believe to be suitable for expansion via foreign direct investment based on your findings. Topics covered should include an overview of the company, its global business strategy, and an explanation as to why you believe your chosen country is suitable for the company.
- The second report of the term project involves a deeper analysis into your chosen organization and country so as to offer managerial recommendations to ease the expansion. This includes providing suggestions regarding the mode of entry, organizational structure, organizational culture, and how to lead and manage the workforce. Additional guidelines will be posted on Brightspace.

### ***Group Project (25%)***

- The group project involves an investigation into a chosen international career to gain a deep understanding of experiences working across borders. Your group will be asked to agree upon an international career path to research (e.g., corporate expatriates, self-

initiated expatriates, global entrepreneurs, frequent flyers), summarize key findings about the career, and provide recommendations for individuals pursuing this career and organizations managing employees in these positions. Findings will then be presented to the class. The final report will be due on the last day of the final exam period.

### ***Individual Contribution (10%)***

- You are expected to actively participate in in-class exercises and discussions, and most importantly, fairly contribute to your group project. Contributing to class activities requires your attendance, but **simply showing up to class is not sufficient to earn the entire 10%.**

### **Teaching Approach**

My approach to teaching is to recognize that you each carry your own knowledge, experiences, and ideas that you will draw on to make sense of the content in this course in the way that works best for you. My role is to help guide your learning about intercultural management by providing various opportunities for learning. In this course, I will present the content using lectures, as well as cases and interactive activities. I want to encourage you all to relate the content in this course to your personal experiences and draw connections between the real world and class concepts. In recognizing your unique experiences, I also recognize we each have our strengths and weaknesses. A priority for me is to provide detailed feedback to encourage opportunities for improvement. These are considerations that will influence the way that I mark your assignments, so please feel free to speak with me regarding any concerns you may have. I always want my classroom to be an inclusive and supportive space for my students.

### **Late Assignments**

Assignments submitted past the due date will receive a penalty of 5% per day. Assignments that are not submitted after 10 days past the due date will receive a grade of 0. Exceptions include verifiable illnesses and emergencies. If your assignment will be late, please email me before the deadline letting me know so that I am aware that you still plan to submit the assignment. **Please request an extension if you believe it to be necessary.** See the extension policy below.

### **Extensions and Accommodations**

If you need an extension on your assignment, please contact me via email with an explanation as to why you are requesting the extension. Extension length will vary based on the circumstances of the request. If you need any accommodations for assignments outside of extensions, please speak with me directly and we will cooperate to ensure you can succeed.

### **Communication Policy**

Course information will be shared once a week on Brightspace as announcements. There are three ways to contact me outside of class time: through email, through a scheduled meeting, or through the discussion topic “Course Help” in Brightspace. Responding to questions in the discussion topic allows answers to questions to be accessible to the entire class. **Questions about the course or assignments should be posted in “Course Help.”** If you have more personal questions, please feel free to email me. If you would prefer to have a meeting with me, please send me an email first to request a time slot.

## Preparation and Participation

In this course, you are expected to come to class having read the assigned chapter. Lectures will include in-class discussions and activities, so please be prepared to engage with the material and with your peers.

## Course Schedule

Week #	Week of	Topic	Readings	Due
1	Jan. 6	Introduction to International Management	Chapter 1	Reflection
2	Jan. 13	Global Management Skills	Chapter 2	
3	Jan. 20	Cultural Environment	Chapter 3	
4	Jan. 27	Organizational Environment	Chapter 4	Term project company report
5	Feb. 3	Managerial Work Environment	Chapter 5	
6	Feb. 10	Managing Teams	Chapter 10	Essay
Feb. 17-21 WINTER BREAK				
7	Feb. 24	Individuals and International Management	Chapter 11	
8	Mar. 3	Communicating across Cultures	Chapter 7	Comprehensive case
9	Mar. 10	Leading a Global Workforce	Chapter 6	
10	Mar. 17	Bafa Bafa		Term project managerial report
11	Mar. 24	Managerial Ethics and Social Responsibility	Chapter 8	Reflection 2
12	Mar. 31	Group presentations		Group presentations
13	Apr. 7	Group presentations Class conclusion		
	Apr. 8			Group project report submission Peer evaluations

**Note: This course outline may change. Changes will be communicated in class and posted on Brightspace.**

**Contribution to Learning Goals of the Program (BCom, BIB):**

<b>Program Learning Goal</b>	<b>Competencies Not Covered</b>	<b>Competencies Introduced (only)</b>	<b>Competencies Taught But Not Assessed</b>	<b>Competencies Taught and Assessed</b>
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>			✓	
<b>BC2 Collaboration</b> <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				✓
<b>BC3 Critical Thinking</b> <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>			✓	
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>				✓
<b>BI5 Global Awareness (BIB ONLY)</b> <i>Graduates will be globally-minded.</i>			✓	

## ADDITIONAL INFORMATION

### Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments, and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

### Required calculator in BUSI course examinations.

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

### Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership, and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

### Grading

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

### Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

### Requests for Academic Accommodation

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes,

including information about the *Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances*, are outlined on the Academic Accommodations website ([students.carleton.ca/course-outline](http://students.carleton.ca/course-outline)).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

### **Pregnancy Accommodation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](http://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Religious obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](http://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Academic Accommodations for Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. [carleton.ca/pmc](http://carleton.ca/pmc)

### **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [carleton.ca/sexual-violence-support](http://carleton.ca/sexual-violence-support)

### **Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: [students.carleton.ca/course-outline](http://students.carleton.ca/course-outline)

### **Academic Integrity**



Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

### **Sprott Student Services**

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at [bcom@sprott.carleton.ca](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto:bib@sprott.carleton.ca).

### **Centre for Student Academic Support**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: [carleton.ca/csas](http://carleton.ca/csas).

### **Important Information:**

- Students must always retain a copy of all work that is submitted.
  - All final grades are subject to the Dean’s approval.
  - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
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