



## BUSI 2702: Introduction to International Management

### FALL 2025

<b>Instructor</b>	Jinsun Bae & Dunja Palic
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<b>Class Times</b>	Fridays, 8:35 am – 11:25 am
<b>Modality</b>	In person
<b>Office Hours</b>	To be announced (TBA)
<b>Office Location</b>	TBA
<b>TA Name/Email</b>	TBA

#### Pre-Requisites & Preclusions:

Prerequisites: Second-year standing in B.Com. or B.I.B. and BUSI 1701 or BUSI 2701.

Preclusions: BUSI 3602

#### Course Description/Instructor's Statement

##### Carleton Calendar Description

Applies principles of organizational behavior and organizational theory to the operations of international businesses. Introduces how culture can influence work and organizational life. Includes discussion of appropriate strategies and structures, processes in a multi-national and multi-cultural setting.

##### Instructor's Description:

In an increasingly competitive global business environment, managers must be prepared to work effectively with people and organizations from various cultural backgrounds. 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.

##### Course Learning Objectives:

1. Apply principles of organizational behavior and organizational theory to the operations of international business;
2. Articulate managerial and strategic perspectives that are supportive of corporate goals and compatible with local conditions;
3. Understand the dynamic role of culture in business practices when evaluating business alternatives in international settings;
4. Demonstrate an understanding of the effects of culture on motivation, communication and group and individual interaction

## Required Materials & Prices

There are two required materials in this course: the textbook and a business case titled “Margaret Huebner: Building the Human Resources Function at Oman's Port of Salalah”

### Textbook

- Steers, Richard M., Joyce S. Osland., and Szkudlarek, Betina (2023). Management across Cultures: Challenges, Strategies, and Skills. 5th ed. Cambridge: Cambridge University Press. ISBN: 9781009359313.
- Textbook's paperback costs 68.95 CAD and its ebook version is available at 59.99 USD on the publisher's website  
(<https://www.cambridge.org/ca/universitypress/subjects/management/international-business/management-across-cultures-challenges-strategies-and-skills-5th-edition?format=PB>)
- Students can use second-hand copies of the textbook, preferably the 5th edition.

### Business case

- In addition to the textbook, students need to purchase the case, “Margaret Huebner: Building the Human Resources Function at Oman's Port of Salalah”, from the Harvard Business School Publishing. The case costs USD 4.95 per student for a degree granting course. Detailed instructions will be shared in class and on Brightspace.

## Instructional philosophy

1. **International management is an art, not a science.** There are few certainties when dealing with companies or employees in an international context. Rulebooks are of little help. Instead, we must understand the cultural, political, and economic context in which a particular event occurs and respond accordingly. The challenge for managers is that, while there may be few “right” answers, managers must still act. They must still make decisions. This is the real management challenge.
  2. **With this course, we are creating a learning community.** None of us—including the instructor—knows as much as we should about managing in a competitive international environment. To be successful we must be open to new ideas, experiences, and points of view. We must help each other learn. We will also make mistakes and, hopefully, learn from these mistakes. This will require a supportive class environment characterized by mutual respect, inquisitiveness, and hard work.
  3. **We must all take personal responsibility for learning.** This course is all about learning. It is not designed to be easy or hard, confusing or obvious, serious or intimidating. Instead, it aims to be interesting, relevant, and challenging, and to make you think and learn skills that you can use in the future. You play a major role in the success of this effort.
  4. **We learn best when we come to class fully prepared to participate.** This includes having read all reading assignments prior to class. It also includes participating in class discussions and activities.
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5. ***This course is governed by a spirit of inquiry and debate.*** Diverse opinions, disagreements, and debates can enhance our perspectives and facilitate learning. Critical analysis and constructive criticism of issues is prerequisite to both learning and action. As such, it is important not to take comments personally and to keep an open mind at all times.
  6. ***We will maintain high performance standards.*** All of us must pursue high performance standards and goals that challenge us to maximize our learning.
  7. ***We will endeavor to have some fun.*** Learning is as much an emotional experience as an intellectual one. We tend to learn best when we are happy, sad, angry, or otherwise emotionally involved. Please get involved.

#### Grading Scheme

Equity, Diversity & Inclusion (EDI) module reflection	10
Class engagement	15
Individual term project (10+20)	30
Group project	25
Comprehensive case	20
<b>TOTAL</b>	<b>100%</b>

#### Important Dates to Note

EDI module reflection	October 17, 2025
Individual term project	October 20, 2025 (Part 1) In December, to be announced (Part 2)
Comprehensive case	November 7, 2025
Group project	November 19, 2025
Class engagement	Ongoing

University Academic Calendar: <https://calendar.carleton.ca/academicyear/>

#### Policies & Accommodations

<https://students.carleton.ca/course-outline/>

<https://carleton.ca/pmc/current-students/academic-accommodations/>



**Stay updated with important notifications and announcements from Carleton University, by downloading the Carleton University App!**

## Methods of Evaluation

Individual	EDI module reflection	10%	You will complete the Equity, Diversity & Inclusion (EDI) module and write a reflection based on questions provided by the instructor. Detailed instructions will be shared in class and on Brightspace.
Individual	Term project	30% (10+20)	This project has two components: an expansion proposal for a company (part 1) and managerial recommendations based on your analysis of the company and proposed expansion country (part 2). Detailed instructions will be shared in class and on Brightspace.
Group	Group research project	25%	Each student will interview international managers and use this information to write a group report. Groups will present their findings during the last two weeks of class. Your grade is based on completion of interviews, group report, and group presentation. Class time will be dedicated to helping groups progress on their projects.
Individual	Comprehensive case	20%	This assessment focuses on applying course concepts to a real-life business scenario. Once you receive the case questions, you have one week to complete your analysis. Detailed instructions will be shared in class and on Brightspace.
Individual	Class engagement	15%	Your grade is based on class attendance, participation in discussions, and timely submission of non-graded deliverables.
	<b>Total:</b>	<b>100%</b>	

## Exam

This course does not include traditional closed-book exams that need to be completed within a couple of hours. Instead, all assessments focus on applying course concepts and are given as take-home, open-book assignments with multiple days to complete. Some assessments will require you to research and cite external sources.

## Late Assignments:

Students are given sufficient time to complete assignments. Yet, sometimes, despite our best efforts and for good reasons (e.g., illness and family emergencies), we find it difficult to meet deadlines. You have three days of grace that you can apply to the term project and comprehensive case. You can use three days at once or split into three one-day graces. That said, I need an email by the deadline indicating you will be late but plan on submitting. Once the three days have been used, no further lateness will be accepted and any late submissions at that stage will receive 0. This “grace day” policy does not apply to the EDI module reflection and group research project.

## Course Schedule

Week #	Week of	Topic	Reading	Due
1	Sep. 5	Course Introduction Introduction to International Management	Ch. 1	
2	Sep. 12	Cultural Environments	Ch. 3	
3	Sep. 19	Organizational Environments #1	Ch. 4	
4	Sep. 26	Organizational Environments #2	Ch. 4	
5	Oct. 3	Working in Global Teams	Ch. 10	
6	Oct. 10	Working with a Global Workforce	Ch. 5	Term project pt 1 due
7	Oct. 17	Immigrants at the Workplace Equity, Diversity & Inclusion Reflection	Ch. 5	EDI module reflection submission (before class)
	<b>Oct. 24</b>	<b>Fall Break – No Class</b>		
8	Oct. 31	Leadership across Borders	Ch. 6	
9	Nov. 7	Ethics & Responsibility across Borders	Ch. 8	Comprehensive case due
10	Nov. 14	Global Assignments	Ch. 11	Group report due by Nov 19
11	Nov. 21	Group Presentations #1		
12	Nov. 28	Group Presentations #2 Closing	Ch. 2	

Term Project Part 2 due: Will be during the final exam period and to be announced

**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](https://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](https://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](https://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](https://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](https://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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