



BUSI 2702 A: Introduction to International Management

Fall 2026

Instructor	Sasha Valgardsson
Email Address	sashavalgardsson@cmail.carleton.ca
Class Times	Fridays, 8:35am – 11:25am
Modality	In-person
Office Hours	TBA
Office Location	TBA
TA Name/Email	TBA

Pre-Requisites & Preclusions:

Prerequisite(s): Second-year standing in B.Com., B.Acc, or B.I.B. and BUSI 1701 or BUSI 2701.

Precludes additional credit for BUSI 3602, BUSI 3703.

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 Course 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/Optional Materials & Prices

- **Students are not required to purchase textbooks for this course.**
- **Business Case:** 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.

Grading Scheme

Equity, Diversity & Inclusion Module Reflection	15%
Class Engagement	20%
Individual Term Project (10% + 20%)	30%
Comprehensive Case/Group Project	25%
Cultural Reflection	10%
TOTAL	100%

Policies & Accommodations

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

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



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Methods of Evaluation

Individual	EDI Module reflection	15%	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.
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Individual	Class engagement	20%	Your grade is based on class attendance (10%) and engagement and participation in discussions (with both the instructor and classmates) and class activities (10%).
Individual	Term project	30%	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	Comprehensive Case	25%	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	Cultural reflection	10%	Following the cultural identity module, you will write a reflection based on questions provided by the instructor. Detailed instructions will be shared in class and on Brightspace.

Course Schedule

Week #	Week of	Topic	Due
1	Sept. 11	Course Introduction	
2	Sept. 18	Cultural Environments 1	
3	Sept. 25	Cultural Environments 2	
4	Oct. 2	Organizational Environments	Cultural Reflection <i>due October 2nd</i>
5	Oct. 9	Working in Global Teams	
6	Oct. 16	Working with a Global Workforce	Term Project pt. 1 <i>due Oct. 16</i>
7	Oct. 23	Immigrants at the Workplace	EDI reflection <i>due October 26th</i>
	Oct. 30	Fall Break: No Class	
8	Nov. 6	Leadership Across Borders	

9	Nov. 13	Ethics & Responsibility across Borders	
10	Nov. 20	Global Assignments	
11	Nov. 27	Expatriation & Repatriation	Comprehensive Case <i>due Nov. 27st</i>
12	Dec. 4	Group Presentations	Term Project Part 2 <i>due December 10th</i>

***Refer to Academic Calendar for dates University Closed Dates and Holidays**
<https://calendar.carleton.ca/academicyear/>

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.

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.

Use of Generative Artificial Intelligence

This is a human-centered course. In this course, evaluation focuses on what you can do *without* AI assistance. While you are welcome to use AI tools to explore ideas, study, or clarify concepts, all submitted work must represent your independent thinking and original effort. Use AI for learning, not for producing graded submissions. Your understanding and reasoning—not AI output—will form the basis of assessment. Using AI for graded submissions constitutes an academic integrity violation.

Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
CHECK (X) ONE PER ROW				
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>			X	
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				X
BC3 Critical Thinking <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>			X	
BC4 Communication <i>Graduates will be effective and persuasive in</i>				X

<i>their communications.</i>				
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>			X	

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).

Recommended Calculator for Examinations

If you are purchasing a calculator, we recommend anyone 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).

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, please review the [pregnancy academic accommodation process](#).

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, please review the [religious academic accommodation process](#).

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 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. For more details, visit the [Paul Menton Centre website](#).

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 where 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 the [Equity and Inclusive Communities website](#).

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. For more details, see the [Senate Policy on Accommodation for Student Activities \(PDF, 25 KB\)](#).

Academic Consideration for Medical and Other Extenuating Circumstances

Due to medical and other extenuating circumstances, students may occasionally be unable to fulfil the academic requirements of their course(s) in a timely manner. The university supports the academic development of students and aims to provide a fair environment for students to succeed academically. Medical and/or other extenuating circumstances are circumstances that are beyond a student's control, have a significant impact on the student's capacity to meet their academic obligations, and could not have reasonably been prevented. Students may request Academic Consideration for Coursework or Other Academic Deliverable. For further information please review the [Procedure for Academic Consideration](#) and the [FAQ page](#).

Scheduling and Examination Support

Scheduling and Examination Services provides various supports for both in-term and end-of-term tests and exams. Details can be found on the [Exam Support website](#).

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 academicadvising@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.

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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