



Carleton
University

Sprott
School of Business



BUSI3750-A

Applied Inter-cultural Business

2026 - Fall/Winter

Professor: Dr. Rodney Nelson

Email: rodney.nelson@carleton.ca

Office: NI 7017

Office Hours: By request online

Location: Online Delivery

Modality: Online Asynchronous

1. COURSE DESCRIPTION

***Course Calendar Description:** Apply intercultural skills and international business strategies and/or practices through a business-focused experiential exercise.*

This course is your bridge between the classroom and your year abroad and a chance to ground your international exchange in an understanding of how business is done in another culture.

Globalization, technology, and mobility have made intercultural fluency a core business skill. This course helps you build that fluency while you're living it: as you navigate a new country, you'll explore its business environment, communication norms, and commercial practices firsthand, and connect that lived experience back to the theory and frameworks of international business. Alongside developing your intercultural communication skills, you'll also build a working understanding of the fundamentals of commerce in your host country, including how business is structured, regulated, and conducted, so that you leave the course with practical, applicable knowledge of doing business abroad.

Through video lectures, structured self-reflection, immersion in local cultural events, and a healthy dose of humour, you'll develop your cultural intelligence and the ability to read, adapt to, and operate effectively within unfamiliar business contexts.

By the end of the course, you will be able to:

- Critically reflect on your own adaptability and communication style as you navigate the study abroad experience

- Identify and apply intercultural skills and international business strategies to a real-world challenge in your host country
- Explain the fundamentals of commerce, regulation, and business practice of your host country

2. COURSE PREREQUISITES

The School of Business enforces all prerequisites. You are responsible for ensuring you meet the prerequisite requirements for this course; otherwise, it may lead to failure in the course. Only the Undergraduate Program Advisor of the School can waive prerequisite requirements.

Prerequisite(s): BUSI2750 and is restricted to BIB students who are participating in an academic exchange.

3. COURSE FORMAT AND COMMUNICATION

Online modality: This course is delivered **exclusively online and asynchronously**. There are no scheduled class meeting times; you will complete modules, activities, and assessments on your own schedule within posted deadlines.

Communication: You can reach me by email or virtual meetings on request. Please;

- Include **BUSI 3750** in your subject line for all emails.
- Use your **Carleton email address**.
- Include your **full name** in all correspondence.

All course materials, announcements, deliverables, and grades will be posted on **Brightspace** on a regular basis. It is your responsibility to check the course page regularly and ensure you have reliable access throughout the term.

4. CONDUCT

Professional conduct is built upon the idea of mutual respect. Such conduct entails (but is not necessarily limited to):

- *Posting on the discussion forum,*
- *Getting assignments done on time,*
- *Showing respect for diversity and your host country's culture, and*
- *Being respectful of your fellow students and their experiences.*

5. EVALUATION:

Reflecting the real world of intercultural commerce, your grade performance will depend upon your contributions as outlined below:

Grade Breakdown Fall		% of Final Grade
a.	Journal Project (2 entries)	10%
b.	Participant Observational Report	15%
c.	Country Business Profile	20%
TOTAL		45%

Grade Breakdown Winter		% of Final Grade
a.	Journal Project (2 entries)	10%
b.	Business Interview and Report	15%
c.	Final Project/ Paper	30%
TOTAL		55%

6. METHOD OF INSTRUCTION:

Individual assignments: More details are posted on Brightspace.

Personal Journals. Post 4 short, informal journal entries on Brightspace over the year, each reflecting on a specific business or cultural encounter abroad, a negotiation, a workplace observation, a moment of miscommunication, or another notable interaction.

Country Profile (Case Study). Build a structured research report on how business operates in your host country, covering areas like market entry, regulatory environment, labour norms, negotiation style, and informal business practices.

Participant Observation Assignment. Observe, or ideally take part in, an unfamiliar social, cultural, or business event in your host country, such as a trade fair, local business, networking event, market, or cultural event, then submit a reflective write-up.

Interview. Interview someone working in business in your host country about how norms, management practices, or workplace culture differ from what you're used to, then submit a written summary or recorded reflection.

Integrated Capstone Project. Bring together your journals, observations, business profile, and interview into a reflective capstone project/report on what you've learned about doing business abroad, and about yourself. You'll also apply a business or strategy framework from the course and evaluate how well it holds up against your actual experience.

I strongly suggest keeping a backup of all your work in case of the loss of your work

7. COURSE MATERIAL

All readings will be posted on Brightspace.

Supplemental Reading (access through your library or directly online)

The following books are recommended for students who wish to enhance their understanding of, and may work in, cross-cultural or intercultural global marketing and management are encouraged to read the following:

Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.

The foundational text behind the individualism/collectivism, power distance, and time orientation dimensions taught in Lecture 2. Dense in places, but the original source for concepts most other books on this list, including Meyer's build on.

Lewis, R. D. (2006). *When cultures collide: Leading across cultures* (3rd ed.). Nicholas Brealey International.

Offers a more country-by-country practical guide than the other texts here, useful for if you want to look up specific etiquette and communication norms for your host country rather than working through abstract frameworks. Lectures 3 and 4.

Livermore, D. (2015). *Leading with cultural intelligence: The real secret to success* (2nd ed.). AMACOM.

Lecture 1, since Livermore's four-part CQ model (Drive, Knowledge, Strategy, Action) is one of the standard frameworks for cultural intelligence, expands greatly on the lecture.

Mattock, J., & Bannon, G. (2003). *Cross-cultural communication: The essential guide to international business* (Rev. 2nd ed.). Kogan Page.

A good understanding of cross-cultural communication, covering culture, negotiation tactics, company style, and timing in a practical, business-first format.

Meyer, E. (2014). *The culture map: Breaking through the invisible boundaries of global business*. PublicAffairs.

Meyer, a professor at INSEAD, breaks culture down into eight practical scales, including directness of feedback, decision-making style, and trust building. Lectures 4 and 5

Storti, C. (2017). *Cross-cultural dialogues: 74 brief encounters with cultural difference* (2nd ed.). Nicholas Brealey Publishing.

Good fun in 74 short, real-world dialogues, each with a hidden cultural misstep you have to spot, followed by a one-page analysis. Like the journals and observation assignment.

Trompenaars, F., & Hampden-Turner, C. (2020). *Riding the waves of culture: Understanding diversity in global business* (4th ed.). Nicholas Brealey Publishing.

A good complement to Hofstede, since Trompenaars offers a different set of cultural dimensions, such as universalism versus particularism, built specifically from a business consulting lens rather than an academic one. Lecture 2.

8. LEARNING OUTCOMES: Upon completion of this course, each participant should be able to:

- **Apply cross-cultural communication in practice:** Engage in cross-cultural communication as a lived skill, not just a concept, through your learning experience in another cultural context. Exhibit cultural intelligence and intercultural communication skills relevant to diplomacy, business, and travel.
- **Demonstrate foundational knowledge of cultural diplomacy:** Show foundational knowledge of diplomacy and cultural management, and apply cross-cultural management strategies to lead and collaborate with diverse teams at all levels of an organization.
- **Understand commerce in another country:** Adopt the perspective and skill set of an effective business leader operating within your host country's economy. Explore the regulations, customs, and practices that shape how business is done there.
- **Think strategically about international business:** Critically question traditional strategic models and adapt them to account for culture, international complexity, innovation, and emerging technologies.
- **Enhance self-awareness and recognize bias:** Reflect critically on your own communication strengths, values, biases, and cultural background.

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

9. 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/>

SCHEDULE

WEEK	DATE Week of	TOPICS	ASSIGNMENTS (due dates)	Readings on Brightspace (read before class)
1	Sept 16	Course Introduction & Cultural Intelligence, Navigating Culture Shock	Journal entry	Video Lecture (Asynchronous)
2	Oct 1	Understanding cultural frameworks / Participant Observation as a Research Method	Journal entry	Video Lecture (Asynchronous)
3	Nov 1	Comparative Business Systems	Participant Observation Study	Video Lecture (Asynchronous)
4	Dec 1	Business Etiquette & Everyday Commerce	Country Business Profile	Video Lecture (Asynchronous)
5	Jan 1	Negotiation Styles Across Cultures / Conducting Effective Interviews	Journal entry	Video Lecture (Asynchronous)
6	Feb 1	Business Culture Across Sectors and Strategy	Business Interview and Report	Video Lecture (Asynchronous)
7	March 1	Informal Economies & Unwritten Rules	Journal entry	Video Lecture (Asynchronous)
8	April 1	Bias, Self-Awareness & Bringing It Together	Capstone Project	Video Lecture (Asynchronous)

Pre-recorded class videos and readings will be posted on Brightspace.

AI use in this course varies by assignment. Some activities will explicitly invite you to use AI tools; others will require independent work. Please read each assignment's instructions carefully for permitted and prohibited uses. When AI is used, be transparent about how you used it and apply critical judgment to verify its accuracy and relevance.



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