



SPROTT SCHOOL OF BUSINESS
BUSI 2702
INTRODUCTION TO INTERNATIONAL MANAGEMENT
FALL 2019

Instructor: Vilma Coutino-Hill

Office: TBA

Office Hours: Fridays 10:00 am to 11:00 am and 2:40 pm to 3:40 pm

Email: vilma.coutinohill@carleton.ca

Phone Number: 613 6689085

TA: TBA

Office Hours: TBA

Email: TBA

Course meets: Friday's 11:35 am to 2:25 pm

THIS COURSE IS A PREREQUISITE TO:

1. BUSI 3102
2. BUSI 3103
3. BUSI 3705
4. BUSI 4705
5. BUSI 4706
6. BUSI 4707
7. BUSI 4708
8. BUSI 3704 (with a grade of C or higher)

CALENDAR DESCRIPTION:

Applies principles of organizational behavior and organizational theory to the operations of international businesses. Includes discussion of appropriate strategies and structures. Introduces concepts of cross-cultural communication.

Precludes additional credit for BUSI 2101, BUSI 2121, BUSI 3602.

Prerequisite(s): second-year standing in B.I.B. and BUSI 1701.

Lectures three hours a week.



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.

LEARNING OUTCOMES:

Following completion of this course, students should be able to:

- Apply principles of organizational behavior and organizational theory to the operations of international business;
- Articulate managerial and strategic perspectives that are supportive of corporate goals and compatible with local conditions and culture;
- Understand the dynamic role of culture in business practices when evaluating business alternatives in international settings;
- Demonstrate an understanding of the effects of culture on motivation, communication and group and individual behaviour;
- Understand how cultural differences might affect them personally if they engage in an international assignment or work in a multicultural environment.

September 4, 2019	Fall term begins. Fall and fall/winter classes begin.
October 14, 2019	Statutory holiday. University closed.
October 21-25, 2019	Fall break, no classes
November 8, 2019	Last day to request Formal Examination Accommodation Forms for December examinations to the Paul Menton Centre for Students with Disabilities. Note that it may not be possible to fulfil accommodation requests received after the specified deadlines.
December 6, 2019	Fall term ends. Last day of fall term classes. Classes follow a Monday schedule. Last day for academic withdrawal from fall term courses
December 7-8, 2019	No classes or examinations take place.
December 9-21, 2019	Final examinations in fall term courses and mid-term examinations in fall/winter courses may be held.

December 25 University close
through January 1,
2020 (inclusive)

READING(S)TEXTBOOK(S)/REQUIRED MATERIALS:

Management Across Cultures: Developing Global Competencies, third edition 2019,
Richard M. Steers, Luciara Nardon, and Carlos J. Sanchez-Runde
Cambridge University Press.

COURSE REQUIREMENTS & METHODS OF EVALUATION (INCLUDING DUE DATES):

1. Class Attendance and Participation (CAP)

CAP is the classroom equivalent to professional participation in meetings and peer evaluations. It is an important part of success in this course. Performance will be assessed by the instructor based on each participant's contribution, which may take the form, among others, of: raising or answering questions, offering comments, enriching the class with relevant items of interest from the media or personal experiences, taking part in brief in-class exercises or questions and overall effort throughout the **term, to participate one has to be in class.** (The final participation mark will be formed by 40% from the attendance to the sessions 40% from the participation in class and 20% peer evaluations based on group cases participation and final group project peer evaluations). In almost each session there will be presentations at the beginning of the session and group cases. *Each session the student will have to sign an attendance list that will be provided by the instructor.*

Each student must submit on session 8 and by the day of the final presentation a hard copy of the peer evaluation of their group members according to their group contract. It is expected that if you evaluate with 10 (the highest mark) or with 5 or less (a failing mark) you will need to include an explanation for your evaluation, if not the peer evaluation will be invalid affecting the peer evaluation mark of the person that submitted it.

2. Group Cases, Individual research projects presentations or written reports and Midterm and Final Exams:

-There will be a Midterm and a Final Exams of multiple choice questions during the term of 2 hr each. The format will be multiple choice and scenario questions.

-There will be 5 group cases that will be marked during the course you will be given 6 days to send the answers by email.

- The individual research project will be a research of the cultural values of the country that you are planning to go. The research project guidelines will be in cuLearn. Three students will be chosen every session to present their research. At the end of the term the students that didn't present will hand in a printout of their presentations.

The exams, the individual project and the group cases will help consolidate the knowledge that you acquire during the course

3. IM Final Project:

The objective of this project during the term is to "understand and apply the concepts of IM inside an organization". This project will enable you to:

- a) Focus on a subject of your choice within the overall IM field.
- b) Learn about your chosen topic by drawing information from a number of other disciplines.
- c) Learn more about the importance of IM inside a work environment and help others learn about your chosen topic.

IM project will be formed of:

- 1.- Final Project in class presentation
- 2.- Final Written Report applying the concepts from a chosen topic in a Canadian company, institution or crown corporation.(20 pages plus appendixes and references).

Specific Requirements for the Individual Research Research Topic

The research presentation must be based on recent and relevant articles found about the countries' values, from academic journals or other formal sources. Each person must submit a bibliography containing a minimum of one (1) article from *academic journals*.

Note: for more information see “in class presentation guidelines and template” at cuLearn.

Specific Requirements for the Final Project Presentation:

The presentation will be 30 minutes. It will be a formal presentation you will be evaluated by the quality of the research, the ideas propose by the group, the quality of the presentation and the presentation skills.

Note: for more information see “Final Project presentation guidelines and template” at cuLearn.

Specific Requirements for the Final Project Written Report:

Each team must submit a final written report on its chosen topic applied to a Canadian Organization, chosen for their final project. This must be up to twenty pages.

The Instructor expects to meet with each team at least two times during the term to discuss the advance in their projects. (These meetings are compulsory)

The final project must be submitted both in hard copy and by email, on Friday December 6th 2019, with the hard copy of the confidential peer evaluation of each of the members of the team that will be done according to their group contract.

Note: for more information see “final written report guidelines and template” at cuLearn.

Summary of Assignments and Evaluation

Assignment	Session due	% of grade	Total %
Midterm	5 (7/10/19)	15	55
Final Exam	10 (25/11/19)	30	
5 Group Cases		10	
<u>Team Project</u> Individual Project	Research presentation, Session 3 to 12 07/12/19	5	35
Group Project Presentation	Session 11 and 12	15	
Written Report	Session 12	15	
Class Participation and Attendance, Peer Evaluation	Session 1 to 12 (Session 7 and Session 11 and 12)	10	10
Total			100

Important Notes:

- The students should always retain a **hard copy** of all work submitted, the evaluation of all the assignments will be posted in the cuLearn course 8 working days after their submission.
- The requirement for Satisfactory In-term Performance is set at 50% of all, not each, pre-final term work: Midterm, Final Exam, Topic Research and Final Project

CLASS SCHEDULE

Session	Topic	Reading/ Assignments
1- 6/09/19	Introduction, Strategic Importance of IM, Working in a Multicultural World, team formation	Management Across Cultures: Developing Global Competencies, third edition Richard M. Steers, Luciara Nardon, Carlos J. Sanchez-Runde Chapter 1
2- 13/09/19	Organizational Context	Management Across Cultures: Developing Global Competencies, third edition Richard M. Steers, Luciara Nardon, Carlos J. Sanchez-Runde Chapter 7
3- 20/09/19	Cultural Environments and Organizational Culture. Communicating in a Multicultural World	Management Across Cultures: Developing Global Competencies, Richard M. Steers, Luciara Nardon, Carlos J. Sanchez-Runde. Chapter 3 and Appendix
4- 27/10/19	Global Managers. Managing Global Workforce and Culture	Management Across Cultures: Developing Global Competencies, third edition Richard M. Steers, Luciara Nardon, Carlos J. Sanchez-Runde Chapter 2
5- 04/10/19	Managing Global Talent. Global Staffing	Essentials of International Human Resource Management David Thomas and Mila Lazarova. Chapter 6 pgs. 112-131
6- 11/10/19	Motivation according to the culture. International Compensation Management	Management Across Cultures: Developing Global Competencies, third edition Richard M. Steers, Luciara Nardon, Carlos J. Sanchez-Runde Chapter 9
7- 18/10/19	Midterm	
8- 01/11/19	Managing Expats, Outsourcing and Repatriation	Management Across Cultures: Developing Global Competencies, third edition Richard M. Steers, Luciara Nardon, Carlos J. Sanchez-Runde Chapter 11
9- 08/11/19	International Leadership and Development	Management Across Cultures: Developing Global Competencies, third edition Richard M. Steers, Luciara Nardon, Carlos J. Sanchez-Runde Chapter 6
10- 15/11/19	Employee Engagement and Corporate Social Responsibility	International Human Resource Management, 3 rd edition, Tony Edwards and Chris Rees. Chapter 13, 253-264
11- 22/12/19	Final Group Project Presentations	
12-29/12/19	Final Group Project Presentations	

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, follower-ship 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.

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

You may need special arrangements to meet your academic obligations during the term.

For an accommodation request, the processes are as follows:

Pregnancy 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

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

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. 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 is 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

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

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. 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. 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 student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

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 hard 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 <http://carleton.ca/ccs/students/>
-