



BUSI 2702: Introduction to International Management

Fall 2014

2702 A – Wednesdays 8:35-11:25

2702 B – Fridays 8:35-11:25

Tutorial – Wednesdays 11:35-12:25

Instructor: **Daniel Gulanowski**

Teaching Assistant: TBD

Office: TBD

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Office Hours: TBD or by appointment

Prerequisite(s): second-year standing in B.I.B. and BUSI1701

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)

Course Objectives:

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. At the end of this course, participants 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;

- 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 interaction;
- Understand how cultural differences might affect them personally if they engage in an international assignment or work in a multicultural environment.

Required text:

Management Across Cultures: Developing Global Competencies

Richard M. Steers, Luciana Nardon, Carlos J. Sanchez-Runde

Cambridge University Press

Course Design:

Each topic will be examined through readings, lectures, discussions, experiential exercises, short cases and self-assessments. The course content will cover three main areas:

- Developing global understanding: understand how different factors within the global environment influences management practices;
- Developing global management skills: develop specific skills managers need to survive and succeed;
- Getting ready for the international world: how you can get prepared for an international assignment or intercultural interactions in your own country.

Throughout our goal is to develop an understanding of the challenges and opportunities facing companies and managers doing business internationally, and how you might take advantage of those opportunities.

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.
5. ***This course is governed by a spirit of inquiry and debate.*** Political correctness is politically incorrect in this class, and has no place in a genuine learning environment. 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.

Instructional Strategy

1. ***Non-linear learning strategy.*** This course does not flow sequentially from one point to another. Instead, it involves the identification and interplay of a complex set of interrelated factors and sometimes subtle processes that only come together over time and with much work. To maximize learning, we must be tolerant of ambiguity and look for relationships, not answers.
2. ***Parallel learning tracks.*** This course will proceed simultaneously along two parallel learning tracks. The first will examine the conceptual and managerial aspects of the topic under study (e.g., motivation), the second will focus on helping you to develop the skills required to do business in an international environment. In this way, we intend to learn about how to manage internationally, how our competitors or potential partners manage, and how we can interact successfully with them despite those differences.
3. ***Class activities and discussions.*** Class time will be used to help participants apply theoretical concepts covered in the text. It is assumed that students have read the assigned material prior to class and are ready to discuss them. Class time will not be used to cover basic concepts, but rather to clarify questions, introduce concepts not covered in the text, and discuss relevant global management issues related to the material.
4. ***Individual contribution.*** Class attendance, preparation and participation are an important part of your grade. This includes arriving on time for all classes, having read all assigned materials, completed all required assignments, and being fully prepared to participate in class activities and discussions, as well as contributing to your team project.
5. ***Self-assessments and reflections.*** Most classes will require the completion of a self-assessment prior to class to sensitize students to the material, and a short reflection after class to help consolidate learning. The focus of this assignment is not to test students' skills but to provide an opportunity for reflection and development.
6. ***Content-based examination.*** Two mid-term exams will focus on determining how much students know and understand about the subject, rather than their expository competence. Examinations will employ a mix of multiple-choice and short answer format and ask for detailed factual information. In order to prepare to the exam, students should read the teaching notes before coming to class, take notes during class, and master the key terms and concepts highlighted for each class and chapter.

7. **Term project.** Materials learned in class will be applied to a term project where students will be asked to develop a management plan for a company operating abroad. Please see the project guidelines posted on cuLearn for more information.
8. **Group project:** This assignment is meant to help participants apply theoretical concepts learned in the course. Please see the group project guidelines posted on cuLearn for more details.
9. **Tutorials:** This class includes a one-hour tutorial. The tutorials will be used to allow experiential activities that do not fit in the regular schedule, provide guidance and support on topics directly related to the course, as well as provide general guidance on topics of relevance to second year students. Participation on the tutorials is mandatory.

Summary of Course Requirements and Grading

Assignment	% of total
2 Exams	2 x 20% = 40%
Term project	25%
Group project	20%
Individual contribution	15%
Total	100%

Missed assignments and midterms

Students unable to write exams or complete assignments on time because of illness or other circumstances beyond their control must contact the instructor in writing to request a deadline extension or accommodation within 24 hours of missing assignment unless doctor note specifies that student was unable to make a phone call or send an email during the lapsed period. Extension may be granted when supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Extended deadlines are not granted for students who have made travel arrangements that conflict with class schedule.

Tentative Course Outline

Week	Date	Topic	Chapter
1	A: Sep 10	Introduction to International Management	Ch 1 & 2
	B: Sep 05		
	T: Sep 10	Managing Time and Setting Goals	
2	A: Sep 17	Developing Global Understanding Personality Type Focus	Ch 3
	B: Sep 12		
	T: Sep 17	Forming teams	
3	A: Sep 24	The organizational environment	Ch 4
	B: Sep 19		
	T: Sep 24	Monitoring results and problem solving	
4	A: Oct 01	The cultural environment	Ch 3 & Ch 5
	B: Sep 26	The situational environment	
	T: Oct 01	Managing meetings	
5	A: Oct 08	Group project proposals	
	B: Oct 03		
	T: Oct 08		
6	A: Oct 15	Exam 1	Ch 1 - 5
	B: Oct 10	Conclusion Global Understanding	
	T: Oct 15	Managing Stress	
7	A: Oct 22	Communication across cultures	Ch 6
	B: Oct 17		
	T: Oct 22	Library tutorial	
8	A: Nov 05	Managing & leading a global workforce	Ch 8 & Ch 9
	B: Oct 24		
	T: Nov 05	BIB year abroad: getting ready	
9	A: Nov 12	Working in teams	Ch 10 & Ch 11
	B: Nov 7	Living abroad	
	T: Nov 12	Panel 4th year students	
10	A: Nov 19	Exam 2	Ch 6 - 11
	B: Nov 14	Conclusion Global Management Skills	
	T: Nov 19	Citing and referencing	
11	A: Nov 26	Bafa Bafa	
	B: Nov 21		
	T: Nov 26	Build your resume	
12	A: Dec 03	Group Presentations	
	B: Nov 28	Class conclusion	
	T: Dec 03	TBD	

Additional Information

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, 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	WDN = Withdrawn from the course		

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

Academic Regulations, Accommodations, Plagiarism, Etc.

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 Accommodations

Academic Accommodations for Students with Disabilities

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and 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 me to ensure accommodation arrangements are made. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

- The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2014 exam period is November 7, 2014.

For Religious Obligations:

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy:

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

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 expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, 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 <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

Assistance for Students:

Student Academic Success Centre (SASC): www.carleton.ca/sasc

Writing Tutorial Services: <http://www1.carleton.ca/sasc/writing-tutorial-service/>

Peer Assisted Study Sessions (PASS): www.carleton.ca/sasc/peer-assisted-study-sessions

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.
 - Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, 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 CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://portal.carleton.ca/>
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Important Dates

September 2

Fall Term Begins.
Orientation for Teaching Assistants.

September 2-3

Academic Orientation. All students are expected to be on campus. Class and laboratory preparations, departmental introductions for students and other academic preparation activities will be held.

September 4

Fall and fall/winter classes begin.

September 17

Last day of registration for fall term and fall/winter courses.
Last day to change courses or sections (including auditing) for fall/winter and fall term courses.

September 26-28

Summer deferred final examinations to be held.

September 30

Last day to withdraw from Fall term and Fall/Winter courses with a full fee adjustment. Withdrawals after this date will create no financial change to Fall term fees (financial withdrawal).

October 10

December examination schedule (fall term final and fall/winter mid-terms) available online.

October 13

Statutory holiday, University closed.

October 27-31

Fall break. Classes are suspended.

November 7

Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for December examinations.

November 24

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examinations Regulations in the Academic Regulations of the University section of the calendar).

December 8

Fall term ends
Last day of fall-term classes.
Last day for academic withdrawal from fall term courses.
Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall term courses.

December 9

No classes or examinations take place.

December 10 – 21

Final examinations in fall term courses and mid-term examinations in fall/winter courses may be held. Examinations are normally held all seven days of the week.

December 21

All take home examinations are due

December 25 to January 2

University closed