



CARLETON UNIVERSITY
Sprott School of Business
BUSI 2702
Introduction to International Management
Fall 2015

2702 A – Thursdays, 8:35 - 11:25, CB 2202

2702 B – Mondays, 8:35 - 11:25, ME 4494

Tutorial – Tuesdays, 16:35-17:25, TBD

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TA: TBD

BUSI 2702 [0.5 credit]

Introduction to International Management

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 2701.

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

Lectures three hours a week, tutorial one hour a week.

Textbook: Management Across Cultures: Developing Global Competencies, 2nd edition; Richard M. Steers, Luciara Nardon, Carlos J. Sanchez-Runde; Cambridge University Press, 2013. ISBN 9781107645912

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.

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.

Communication

Information will be communicated during class on a regular basis. In addition, this information will be posted on CuLearn. This site will be the primary source for course materials including announcements, assignments, supplemental lecture slides, etc. Therefore, please check the course CuLearn site very regularly. In case of class cancellation due to inclement weather or other unforeseen circumstances, an announcement will be posted on CuLearn as soon as possible.

Email Policy

I will aim to answer your emails within 24 hours. For questions that have already been covered in class, please review the course outline and other documents posted on CuLearn, and use the CuLearn course discussion group to find out whether your classmates can assist you. Note that Carleton University requires that you use your Sprott email account.

Policy on Mobile Devices

The use of mobile communications devices such as cellular phones is **NOT PERMITTED** in this class. It is disruptive to the instructor and class members. If you carry such a device to class, please make sure it is turned off. In the case of laptops, please ensure that they are used for class related activity only. Inappropriate use of your wireless/laptop in class will be noted and will affect your grade.

FND:

A grade FND (Failure with No Deferral) will be assigned to students who fail to meet the minimum in-term performance standards explicitly set out in the outline and applied consistently.

Satisfactory In-term Performance

The requirement for Satisfactory In-term Performance is set at 50% of all, not each, pre-final term work (i.e. assignments, participation marks, tests etc.).

Unsatisfactory In-term Performance in this course will lead to:

Failure in this course (regardless of the performance at the Final exam)

FND grade in this course (in case of missed Final exam)

Tentative Course Outline

Week	Date	Topic	Chapter
1	A: Sep 3	Introduction to International Management	Ch 1 & 2
	B: Sep 4		
	T: Sep 8	Managing Time and Setting Goals	
2	A: Sep 10	Developing Global Understanding Personality Type Focus	Ch 3
	B: Sep 14		
	T: Sep 15	Forming teams	
3	A: Sep 17	The organizational environment	Ch 4
	B: Sep 21		
	T: Sep 22	Monitoring results and problem solving	
4	A: Sep 24	The cultural environment	Ch 3 & Ch 5
	B: Sep 28	The situational environment	
	T: Sep 29	Managing meetings	
5	A: Oct 1	Group project proposals	
	B: Oct 5		
	T: Oct 6	Managing Stress	
6	A: Oct 8	TBD	
	B: Oct 12	Thanksgiving - No Class	
	T: Oct 13	TBD	
7	A: Oct 15	Exam 1	Ch 1 - 5
	B: Oct 19	Conclusion Global Understanding	
	T: Oct 20	Library tutorial	
8	A: Oct 22	Communication across cultures	Ch 6
	B: Nov 2		
	T: Nov 3	Term Project: Part 1 due	
9	A: Nov 5	Managing & leading a global workforce	Ch 8 & 9
	B: Nov 9		
	T: Nov 10	BIB year abroad: getting ready	
10	A: Nov 12	Working in teams	Ch 10 & 11
	B: Nov 16	Living abroad	
	T: Nov 17	Panel 4th year students	
11	A: Nov 19	Exam 2	Ch 6 - 11
	B: Nov 23	Conclusion Global Management Skills	
	T: Nov 24	Citing and referencing	
12	A: Nov 26	Bafa Bafa	
	B: Nov 30		
	T: Dec 1	Build your resume	
13	A: Dec 3	Group Presentations	
	B: Dec 7	Class conclusion	
	Dec 7	Term Project: Part 2 due	

ADDITIONAL INFORMATION

Course Sharing Websites

Student or professor 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 Spratt 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, 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

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. The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2015 exam period is November 6, 2015 and for the April 2016 exam period is March 6, 2016.

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; a grade of Failure in 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: <http://www2.carleton.ca/sasc/advisingcentre/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're 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/support-services/>
Be in the know with what's happening at Sprott: Follow @SprottStudents and find us on Facebook SprottStudents Sprott.

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, it would be easier to respond to your inquiries if you would send all email from your Carleton 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/>

IMPORTANT DATES TO REMEMBER

September 2

Fall classes begin.

September 4

Classes follow a Monday schedule.

September 7

Statutory holiday. University closed.

September 18

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 25-27

Summer deferred final examinations held.

September 30

Last day to withdraw from fall term and fall/winter courses with a full fee adjustment.

October 9

December examination schedule available online.

October 12

Statutory holiday. University closed.

October 26-30

Fall break. Classes are suspended.

November 6

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

December 7

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 8

No classes or examinations take place.

December 9 – 21

Final examinations in fall term courses may be held. Examinations are normally held all seven days of the week.

December 22, 2015

All take home examinations are due.

December 25 to January 3

University closed