



Carleton
University

Sprett
School of Business

CARLETON UNIVERSITY
INTERNATIONAL BUSINESS
BUSI 2702 / A
FALL 2023

INTRODUCTION TO INTERNATIONAL MANAGEMENT

Instructor: Jinsun Bae
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Office Hours: By appointment and to be determined
Email: jinsun.bae@carleton.ca

Course meets: Thursdays, 6:05 pm – 8:55 pm
Modality: In person
Class location: Nicol Building 4040
TA: To be determined

Pre-requisites & precluded Courses: second-year standing in B.I.B. and BUSI 1701.
Precludes additional credit for BUSI 2101, BUSI 2121, BUSI 3602.

Course Calendar description from the [2023/2024 University calendar](#):

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.

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:

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

Reading(s)/Textbook(s)/Required Materials (incl. technical requirements, i.e., webcam):

Steers, Richard M., and Joyce S. Osland. (2019). *Management across Cultures: Challenges, Strategies, and Skills*. 4th ed. Cambridge: Cambridge University Press. ISBN: 9781108717595.

- The required textbook will be available at Carleton Bookstore and also as ebook on Cambridge University Press (<https://www.cambridge.org/highereducation/books/management-across-cultures/E86A500BC310432AC15B82D0FC59DC30#overview>).

Additional course-related materials will be posted on Brightspace.

NOTE: The 5th edition of this book is expected to be released in September 2023. We do not know yet when this edition will be released and whether the release will happen before the course's start date. Students are advised to purchase the 4th edition as it is more readily available.

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.*** 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.

Course Requirements & Methods of Evaluation (including due dates):

Assignment	Points	Due date
Cases	35 (10+25)	Sep 21, Oct 5 & Nov 12
Term project	30	Oct 12 (Part 1) & Dec 22 (Part 2)
Group project	25	Nov 30
Individual contribution	10	
Total	100%	

*Your final grade will be a weighted grade of all the above assessment items. Final grades are subject to Dean's approval.

Late assignment policy

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 two days of grace that you can apply to missed assignment deadlines for the cases only. You can use two days at once or split into two one-day graces. That said, I need an email by the deadline indicating you will be late but plan on submitting. Once the two 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 your term project and group project.

Course Schedule

Week	Date	Topic	Readings	Due
1	Sep.07	Introduction to International Management Team formation	Chapters 1	
2	Sep.14	Cultural Environments	Chapter 2 and Appendix	
3	Sep.21	Organizational Environments	Chapter 3	First small case
4	Sep.28	Study Abroad Fair		
5	Oct.05	Intercultural situations Managing Teams	Chapter 9	Second small case
6	Oct.12	Individuals and international management		Term project part 1 submission
7	Oct.19	Communicating across cultures #1	Chapters 5 and 8	
	Oct.26	Fall break- NO CLASS		
8	Nov.02	Communicating across cultures #2	Chapters 5 and 8	Mid-term peer evaluation
9	Nov.09	Managing a global workforce	Chapter 4 and 6	Comprehensive Case (midterm)
10	Nov.16	Managing global assignments	Chapter 10	Group project interview transcripts
11	Nov.23	Bafa Bafa		
12	Nov.30	Managerial ethics and social responsibility Group Presentations	Chapter 7	Group project report submission
13	Dec.07	Group Presentations (continued) Class conclusion		Final peer evaluation

Note: This course outline may change. Changes will be communicated in class and posted on Brightspace.

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
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	

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).

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.

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

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

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, 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 its 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

Ojigkwanong Centre:

Ojigkwanong Centre is a place where Indigenous students can study, socialize, and participate in academic and cultural programming. Located at 228 Paterson Hall, this space features a medicine lodge, kitchenette, lounge, study space, computer lab and telephone booth. The Centre is open Monday to Friday from 8:30 am to 4:30 pm. To read

more about Ojigkwanong, please visit:

<https://carleton.ca/indigenous/cisce/students/ojigkwanong-indigenous-student-centre/>

Individual Culturally-Relevant Counselling Services:

Centre for Indigenous Support and Community engagement has two in-house accredited counsellors to help support Indigenous students. Our students can simply reach out to The Centre, request to meet with a counsellor, and can work through their concerns. Students do not need to worry about payment or insurance, as this service is free of charge to all Indigenous students. To learn more about counselling support, please visit:

<https://carleton.ca/indigenous/students/individual-counselling/>

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 bcom@sprott.carleton.ca or at bib@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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