



BUSN 3376
International Dimensions of Organisational Behavior
CAPA LONDON PROGRAM

Course Description

In the International Dimensions of Organisational Behaviour course, students will study how theories, research, and current issues in the field of organisational behaviour apply in the context of the international workplace. This course will focus on the international application of core management theories and strategies, and will be based on interdisciplinary research, from fields including psychology, sociology, economics, political science and anthropology. Students will be expected to increase their understanding of human behaviour within the setting of a global work environment, and across a variety of historical and current issues. Students will also be expected to reflect critically on how theoretical frameworks can be applied and developed within the organizational setting.

The course incorporates Harvard Business School case studies from Nike, Colgate Palmolive, Lincoln Electric and Oil & Wasser as well as the students' internship experiences in London to critically discuss and apply the thematic issues covered in the course

The course also incorporates Globally Networked Learning. You will be working in tandem with CAPA Sydney for the final project, more details can be found in the separate GNL syllabus and Canvas.

Course Aims

The academic approach of this course incorporates gaining an appreciation of four essential learning and development outcomes: globalisation, urban environment, social dynamics and diversity. Students taking this course will benefit from these rich perspectives and understand their relationship to organizational behavior in an international context.

Moreover, with its global presence, CAPA offers students the opportunity to enrich their academic experience by exposing and exploring the localised context of the CAPA London Centre. London is a melting pot with a population of more than 8 million. Workers from the 28 European Union member states who have made this city their home enrich the international dimensions of the London work place. Further, its population includes a cross-section of immigrants and workers from Asia, Africa, the Americas, the Far East and the non-EU European states. This cultural and ethnic diversity of London makes the city a unique location for the students to immerse themselves and to study and observe the international dimensions of society. The students will have the opportunity to apply the learning outcomes of this course in their internships as well as in interactions with the local population.

The students will be expected to develop and expand their understanding of this local context of the UK's role in the global and European marketplace. The research paper project provides the students an opportunity to explore this localised context and to demonstrate their learning outcomes from this unique opportunity provided by studying International Dimensions of Organisational Behaviour at the CAPA London Centre.

Requirements and Prerequisites

Students must be business majors or minors. The course emphasizes this academic area from a global perspective. Students with a high degree of motivation and desire to learn about the international and global aspects of business will benefit from this course.

Learning Outcomes

- a. Explain theories, best practices and applications of how to effectively manage and lead people within a globalised business setting.
- b. Identify and analyse challenges facing businesses in a globalised world.
- c. Recognize major elements of socio-cultural diversity within global business.
- d. Describe frameworks of personal and organizational value systems, in the context of a globalised business environment.
- e. Investigation of the relationships among globalization, the dynamics of the urban labor market, immigration flows and social inequalities
- f. Appreciation of dimensions of diversity and of the interplay among them, including gender, ethnicity, class and sexuality within management and leadership.
- g. Examine and analyse competitive advantages that accrue to organizations consistently successful at adapting to problems/challenges/opportunities of intercultural management and communication
- h. Discuss significant, current international business issues as informed global citizens.

Developmental Outcomes

Students should demonstrate: responsibility & accountability, independence & interdependence, goal orientation, self-confidence, resilience, appreciation of differences, personal reflection, problem analysis, developing good reading habits, critical thinking, working independently and as part of a team.

Class Methodology

This class will be participative and will require students to contribute individually and as part of a team. The course content and delivery will create a framework where students reflect critically on the weekly discussion topics. The students will be expected to devote an hour per day keeping up with the current global issues in international business, politics and society. Expected reading sources should include *The Economist*, *Financial Times* and *The New York Times*. The teaching and learning methods will be a blend of the following:

- Lectures
- Reflections & observations
- Readings on current topics
- Class discussions and case studies
- Student presentations and two research papers.

Field Components

London is the leading financial and economic centre in the global market place. It is the nerve centre of the largest global financial institutions, the Bank of England, the European Reconstruction & Development Bank, as well as prestigious academic institutions such as the London School of Economics and Political Science, Imperial College and the University of London. As part of this course, field trips will be arranged to the Bank of England and the City of London. Further, the London internship experience offers students a rich contextual environment to apply the learning outcomes from this course in their work place. Findings and observations from these experiences can be used to enrich the content of your project and research papers.

It is strongly recommended that students attend topical evening talks and lectures at the London School of Economics and Political Science, where prominent economists, political leaders and members of civil society present their views on current economic and social and political events. The guest lecturer for the course, Penny Hill is an Organisational Behaviour consultant; she'll be sharing her 'real world' insights into the course topics.

The assigned field component(s) are:

Walking tour of the City of London: Students will visit the top 10 financial institutions of the City of London.

Students are also strongly encouraged to participate in **co-curricular** program activities, among which the following are suggested:

Students are encouraged to participate in co-curricular opportunities that explore the diversity of London. Moreover, students should also attend public lectures at LSE. I will advise on any of the particular relevance.

Mid-Term & Final Project:

Mid-term research paper: 30%

Final project: 50%

Final project (GNL) consists of icebreaker (10%), group presentation (20%) and final research paper (20%)

Assessment/Grading Policy

Descriptor	Alpha	UK	US	GPA
Excellent	A	75+	93+	4.0
	A-	70-74	90-92	3.7
Good	B+	66-69	87-89	3.3
	B	63-65	83-86	3.0
	B-	60-62	80-82	2.7
Average	C+	56-59	77-79	2.3
	C	53-55	73-76	2.0
Below Average / Poor	C-	50-52	70-72	1.7
	D+	46-49	67-69	1.3
	D	40-45	60-66	0.7 1.0
Fail	F	<40	<60	0

Grade Breakdown and Assessment of Learning Outcomes

Assessment Task	Grade %	Learning Outcomes	Due Date
Class participation/Small group discussion	20%	a, b, c, d, e, f, h	Weekly
Mid-term research paper	30%	c, d,	Week 6
Icebreaker (GNL)	10%	c, d	Weeks 1 - 3
Final (GNL) group presentation 1 X 15-20 min. group presentation	20%	a, b, d, f	Week 11
Final (GNL) research paper	20%	a, b, d, f, g	Week 12

Assignments

Mid-Term Research Paper (30%):

This will be an individual assignment to be submitted prior to the mid-term break and will cover the week 1-6 class topics. One of the case studies assigned for the course will be the subject of your mid-term research paper. The assigned case study will be announced in Week 2. You are required to present an analysis of the situation described in the case by applying the various readings for the course. The assessment of your mid-term paper will be based on your application of the theories, examples and content of the weekly seminars and class discussions as well as the course reading material.

Final Project (GNL):

The final project for this course will be an assessment of each student's cumulative learning across the semester. The final project involves working with another student in either London (for Sydney students) and Sydney (for London students) to produce a final analytical project paper and presentation and an "ice-breaker" activity.

Final analytical project paper: (20%)

As a team, the students will select an organisation that is currently based and operating in the U.K. and Australia. Using this nominated organisation, the student team will analyse and contrast **one** of the following areas in both the UK and Australian markets.

- Management Style and Behaviour
- Leadership Approaches
- Cultural Awareness
- Performance Measures
- Recruiting staff (O/S and local).
- Corporate Social Responsibility and Ethical Decision Making
- Diversity Training Initiatives
- Female Leadership
- Legislation and Coercion

No. of words: 2000 words in length (this includes the Table of Contents but not the References and Appendix section).

Font style: Arial. 12 point. 1.5 spacing.

Due Date: Week 12

Submission: Via the weblink in Turnitin on CANVAS.

Class presentations: (20%)

In your presentation, each student will present their paper to the students of their home city (ie, London or Sydney). The presentation is based on the key points of your team project paper. Please note that this presentation is a team effort (ie, development) and 20 minutes (max) to be provided for delivery to the class. There will be a Q&A session following the presentation. The students will be given feedback on their presentations in CANVAS.

Due Date: Week 11

Submission: Via the weblink in Turnitin on CANVAS (in PDF)

Ice- Breaker: (10%)

As discussed in the Week 1 class, you should find a photograph that you think is relevant to diversity in Sydney. This can be positive or negative. Your inspiration for the piece can come from anywhere but try to relate it to the course.

Please upload your photograph to the discussion area that has been set up in Canvas.

You should just post the item and not explain the significance of it.

Part of class two's interactive white board discussion work will be to explain why you think the student from Sydney has chosen the item and how you think it can relate to this course. Therefore, bare this in mind when choosing your piece.

After the in class discussion, you will post your reply's under the relevant London photograph.

The Sydney students will then discuss their photographs and post the reply the next day.

Due Date: Weeks 2 and 3

Submission: On CANVAS (GNL)

Class Participation & Small Group Discussion

The class participation assessment component includes preparation for the weekly classes and the quality (rather than quantity) of your participation. The preparation and critical discussion of the assigned case studies and homework tasks will count as class participation. The case studies (Colgate-Palmolive, Lincoln Electric, Nike, Oil & Wasser, Join the Global Elite, etc.) involve some preparation and background reading. You are expected to provide a critical commentary on these cases, applying the learning points from the weekly content into the issues raised in the various cases. For the case studies, you will be

working closely with your final project partners. Discuss and prepare the case with your respective partners prior to the weekly class. Each team will be jointly assessed for their participation in the case studies; you are therefore expected to work closely with your partner in a collaborative manner.

Localised Context:

The students are required to identify relevant research paper topics within the localised context of the UK and Europe to benefit from their presence in London, the UK and Europe. These research paper topics should be discussed with the lecturer in advance. Preparatory work would include developing good reading sources such as the *Financial Times*, the *Economist* and the *New York Times* to gain a better understanding of the localised context

Course Materials

Required Readings:

Nancy J. Adler with Allison Gunderson 5th Edition © 2008 South-Western Centage Learning ISBN: 13: 978-0-324-36074-5
Available on Amazon: http://www.amazon.co.uk/International-Dimensions-Organizational-Behavior-ISE/dp/0324360754/ref=sr_1_1?ie=UTF8&qid=1390119542&sr=8-1&keywords=adler+gundersen+international+dimensions

Susan C. Schneider & Jean-Louis Barsoux, 'Managing Across Cultures', 2nd edition 2003, FT Prentice Hall.
Available on Amazon: <http://www.amazon.co.uk/Managing-Across-Cultures-Susan-Schneider/dp/027364663X>

Recommended Reading(s):

The students will be provided with further readings that will be uploaded to Canvas on a week by week basis. The course section on Canvas will also contain a summary of the weekly content and the main discussion themes for the seminars. You are encouraged to bring in your laptops to class to make your notes and update the soft copy of the Course Pack.

It is fine to use previous editions or online versions of the textbook. You could obtain used copies of the book at substantial discounts through the online marketplace. The book is also available for electronic download through the publisher and will be placed in the CAPA library for reference purposes.

Weekly Course Schedule

The framework below indicates class-based sessions at CAPA. The schedule may be revised as the term progresses to incorporate field trips and guest speakers.

Weekly class material slides; explanatory notes and relevant additional readings will be posted online. The students are expected to review these materials prior to the weekly session.

Weekly chapter references are from the required textbooks.

Legend for assigned readings:

AG: International Dimensions of Organisational Behaviour

SB: Managing Across Cultures

WEEK 1

Lesson Number / title	Introduction
Meeting time and Venue	
In-class activity	<p>Introductions, student interests, relevant prior coursework & experience</p> <p>Course map, format, required work and assessments</p> <p>Review of mid-term research paper and final project guidelines – detailed guidelines posted in this syllabus</p> <p>Overview of International Dimensions of Organisational Behaviour – what will the course cover?</p> <p>Exploring Culture: what is ‘culture’? Convergence & divergence; recognising cultures; culture clash; aspects of culture</p>
Out-of-class activity	Cross cultural interaction task
GNL activity	Icebreaker introduction
Readings	AG 1 & SB 1 & 2
Assignments	N/A
Notes	N/A

WEEK 2	
Lesson Number / title	How Cultural Differences affect Organisations
Meeting time and Venue	
In-class activity	<p>Corporate culture & architecture</p> <p>Regional and national cultures: Hofstede</p> <p>Industry-specific cultures & reasons for differences</p> <p>Case discussion: comparing Viking, Brazilian & Indonesian management structures</p> <p>Policies & procedures</p>
Out-of-class activity	See below
GNL activity	Photographs to be posted for Sydney. Select organization for mid-term
Readings	AG 2 & SB 3, 4
Assignments	N/A
Notes	N/A

WEEK 3	
Lesson Number / title	Communicating across Cultures & Strategy
Meeting time and Venue	
In-class activity	<p>How do we exchange ‘meaning’? Verbal and non-verbal messages</p> <p>Perception & cultural ‘filters’</p> <p>Cross-cultural misconception & mis-evaluation</p> <p>Stereotypes – and how/why to avoid them</p> <p>Exercise: How well do you know your colleagues – AG 87-88. Incorporate this exercise into your projects and note your observations.</p> <p>Culture and strategy</p>
Out-of-class activity	Compile cultural evidence & competitive advantages for organization for mid-term
GNL activity	Review Sydney comments and reply
Readings	Readings: AG 3 & SB 5
Assignments	N/A
Notes	N/A

WEEK 4	
Lesson Number / title	Cultural Diversity & Human Resource Management
Meeting time and Venue	
In-class activity	Cultural invisibility & blindness 'Diversity causes problems' – but also creates opportunities Strategy for managing cultural diversity Class assignment on cultural assumptions and organisations benefiting from cultural diversity – review tables in AG 108-111 to prepare for this discussion
Out-of-class activity	Prepare essay plan for mid-term
GNL	N/A
Readings	AG 4 & SB 6
Assignments	N/A
Notes	N/A

WEEK 5	
Lesson Number / title	Managing Multicultural Teams
Meeting time and Venue	
In-class activity	Firm types: domestic, multi-domestic, multinational, global How do various firm types manage multicultural teams? Team diversity – advantages & disadvantages Dangers of 'group-think' Is there a 'most effective' way to manage multicultural teams? One to one feedback session on essay plans
Out-of-class activity	Incorporate feedback into mid-term research paper
Readings	AG 5 & SB 8
Assignments	N/A

Mid-term week	
Lesson Number / title	Walking Tour of the City of London
Meeting time and Venue	
In-class activity	http://www.cityoflondonguides.com/tours/city-highlights-the-top-ten-sights The tour will guide us through the top 10 sights in London's financial centre. According to the Global Financial Centres Index (2014), London's financial centre, ranks 2 nd in the world only behind New York.
Out-of-class activity	Students will be expected to critically reflect on the tour in the following week's class
GNL	N/A
Readings	N/A
Assignments	Mid-term due
Notes	N/A

Week 7	
Lesson Number / title	International Managers & Global Leadership
Meeting time and Venue	
In-class activity	Attributes of an International manager Competing theories of leadership Emotional Intelligence

	Going beyond the ordinary Film viewing: The Story of Pixar & critical discussion in relation to attributes of an international manager, theories of leadership and emotional intelligence.
Out-of-class activity	Revise first half of the course
GNL	Build rapport with Sydney students via task
Readings	AG 6 & SB 7
Assignments	

WEEK 8	
Lesson Number / title	Women as Global Leaders
Meeting time and Venue	
In-class activity	Do women make successful leaders and negotiators? What barriers are preventing women from becoming leaders? Discussion of glass ceiling, glass cliff and glass escalator Discussion of patriarchy and the financial crisis Class discussion: Coaching Women for Success – AG 297-304
Out-of-class activity	Prepare for class
GNL	As above
Readings	AG 9
Assignments	N/A
Notes	N/A

WEEK 9	
Lesson Number / title	Multinational Decision Making
Meeting time and Venue	
In-class activity	Steps in decision-making process Critical discussion of ethical decision making in four situations – Middle East, West Africa, South-east Asia & Cultural Conflict in the Middle East (see class notes containing excerpts of the situations from AG 8). You are expected to prepare for this discussion by thinking of how/what you will do if faced with these situations. Provide your reasoning. Further ethical case discussion: Nike (HBS) case study; Apple, Samsung & Walmart (NY Times, Huffington post) Final project paper - 2 nd status updates
Out-of-class activity	Create plan for group presentation.
GNL	Record contributions for Sydney
Readings	AG 8
Assignments	N/A
Notes	N/A

WEEK 10	
Lesson Number / title	Global Organisation & Motivating Diversity: Guest Lecture
Meeting time and Venue	
In-class activity	Inspiring people to contribute Theoretical aspects: Three Motives, Two Factor Motivation, Expectancy Theory How do rewards vary across cultures?
Out-of-class activity	Meet in your final project groups and discuss your assignment

GNL	As above: design project with Sydney
Readings	AG 7 & SB 8,9
Assignments	N/A
Notes	N/A

WEEK 11	
Lesson Number / title	Final Class Presentations
Meeting time and Venue	
In-class activity	Class Final Project Presentations Group presentation limited to 10 slides & 15-20 minutes (max)
Out-of-class activity	Finish Essays
GNL	GNL Presentation
Readings	N/A
Assignments	Complete Presentations
Notes	N/A

WEEK 12	
Lesson Number / title	Managing Global Managers
Meeting time and Venue	
In-class activity	Managing cross-cultural transitions Expatriate assignments – main issues 'Transpats' and 'repats' – main issues Entering a new culture: stress, culture shock, 'coming home' Transition strategies – how companies can help Discussion on contrasting negotiating styles – Malaysians negotiating with Americans (AG 244-246). Review verbal negotiating tactics – AG 249
Out-of-class activity	Complete task for small group discussion
Readings	AG 10, 11
Assignments	Final essay due
Notes	N/A

WEEK 13	
Lesson Number / title	Conclusion
Meeting time and Venue	
In-class activity	Course review – what have we learned? What have you learnt from living and working in London in relation to Organisational Behaviour? What does it take to reach the top? Are you ready to become a global manager? Today's (and tomorrow's) global career paths. Reasons for accepting or rejecting global assignments
Out-of-class activity	N/A
Readings	N/A
Assignments	Attendance and participation

Attendance, Participation & Student Responsibilities

Attendance: CAPA has a mandatory attendance policy. Attendance is taken at the beginning of every class. Unauthorized absence from class will result in a reduction of the final grade and potentially a failure for the course.

Missing classes for medical reasons: If you need to miss a class for medical reasons or for a family emergency, **you must send an e-mail** to let the Associate Director of Academic Affairs (ADAA) know at least one hour in advance of your class or meeting at the following e-mail: excused.absence@capa.org. Note that calling the CAPA Centre (0207 370 7389) is acceptable only if you do not temporarily have access to the internet. An e-mail is still required as quickly as you can get access to the internet again. You will need to provide evidence of the reason for your absence. Unexcused absences will result in a grade reduction. In the event of a missed class or field trip, it is your responsibility to contact your instructor and make up any missed assignments.

Class Participation: Students are expected to participate actively and critically in class discussions, and the participation portion of the class will be graded accordingly. Students must read assignments BEFORE the class, and come in on time. Participation is a vital part of your grade: students are expected to participate orally in seminars and in online forums and discussions in a critical and evaluative manner; to interact with the faculty and fellow students with respect and tolerance; and to actively engage in discussion. Derogatory or inflammatory comments about the cultures, perspectives or attitudes of others in the class will not be tolerated.

Academic Integrity: A high level of responsibility and academic honesty is expected. Because the value of an academic course depends upon the absolute integrity of the work done by the student, it is imperative that a student demonstrates a high standard of individual honour in his or her scholastic work and class behaviour. Plagiarism and cheating will result in dismissal from the program. See the Handbook of CAPA Academic Policies for more information and resources on plagiarism.

Use of electronic equipment in class: All devices such as laptops, i-pods, i-pads, netbooks, notebooks and tablets, smartphones, cell phones, etc. are **NOT** allowed unless you have express permission from the faculty or you have been instructed to do so. If you require an accommodation to use any type of electronic equipment, inform the Associate Director of Academic Affairs at the beginning of Term.

Use of Electronic Translators: In Language courses students are NOT allowed to use electronic translators for writing texts in the target language: those submitting compositions and texts of whatever kind translated in such a fashion will receive a final F grade for the course.

Late Submission: Late submission of papers, projects, journal entries, pieces of homework and portfolios is only permitted with prior approval. A request must be made to the relevant Faculty member no later than two days prior to the due date. Late submission without prior approval will result in a full alpha grade penalty. In either case, work cannot be submitted after feedback has been provided to the rest of the class on the relevant assessment or one week after the due date whichever comes first, after which point a grade of F will be given for the assessment.

Behaviour during Examinations: During examinations, you must do your own work. Unless specifically instructed by the lecturer or instructor, talking during an exam is not permitted, nor may you compare papers, copy from others, or collaborate in any way. Any failure to abide by examination rules will result in failure of the exam, and may lead to failure of the course and disciplinary action.