



SHGH BUSN 3376
International Dimensions of Organizational Behavior

Instructor:	Tbd
Email:	Tbd
Class times:	Tbd
Office hours:	Tbd

COURSE DESCRIPTION

In the International Dimensions of Organizational Behavior course, students will study how theories, research, and current issues in the field of Organizational Behavior 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 behavior 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 to critically discuss and apply the thematic issues covered in the course.

Localized Context

With its global presence, CAPA offers students the opportunity to enrich their academic experience by exposing and exploring the localized context of the CAPA city.

Academic Learning Outcomes

After taking this course, students should be able to:

- Explain theories, best practices and applications of how to effectively manage people within a global business setting.

- Identify and analyse challenges facing global businesses today.
- Recognize major elements of socio-cultural diversity within global business.
- Examine and analyse competitive advantages that accrue to organizations consistently successful at adapting to problems/challenges/opportunities of intercultural management and communication.
- Describe frameworks of personal and organizational value systems, in the context of a global business environment.
- Discuss significant, current international business issues as informed global citizens.

DEVELOPMENT OUTCOMES

Students will develop the following skills during this course:

- Problem analysis
- Developing good reading habits
- Critical thinking
- Working independently and as part of a team
- Personal reflection

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.

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.

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.

MyEducation/Field Study: out-of-class requirements

Field trips will be determined based on current events.

ASSESSMENT AND GRADING

Midterm research paper:	35%
Final Project and class presentation:	40%
Class participation & field study observations:	25%

Students must complete all required components for this course by the established deadlines. Failure to do so will result in a reduction of the course grade and may result in a grade of F for the course in question.

Final Project & Class Presentation Guidelines: 40% weight

Final Project submission deadline: week 12.

Class presentations: week 10. Provide an outline of your research paper, the theoretical background, data and findings of your case study and the conclusions. Please note that this presentation is a group effort and should be limited to 10 slides and 12-13 minutes (max). There will be a Q&A session following the presentation. The students will be given feedback on their presentations and will be expected to incorporate this feedback into their final research paper submissions.

The final project for this course will be an assessment of each student's cumulative learning across the semester. The final project involved a collection of reflections corresponding to lessons throughout the term, a presentation, and a final analytical project paper. You may wish to use your internship organization as the subject of your final project. During the course of the internship, you will work with and come across people from diverse cultures and backgrounds. Apply the learning outcomes of this course in your interactions. Make critical observations. This should provide rich evidence that you could incorporate into your final project. Depending on the class size, you will work in groups of 2 (or 3) students on this final project. The group sizes and composition will be determined by week 2. Guidance on all areas of assessment will be provided throughout the term. You are encouraged to discuss the direction and content of your projects with the lecturer after class or during his/her office hours.

Mid-term Research Paper: 35% weight

Mid-term research paper submission deadline: week 6.

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.

Class Participation & Field Study Observations: 25% weight

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.

Localized Context: The students are required to identify relevant research paper topics within the localized context. These research paper topics should be discussed with the lecturer in advance. Preparatory work would include developing good reading sources to gain a better understanding of the localized context.

Grading Criteria

The final grade will therefore be the aggregate of the various assessments and be weighted as follows: Midterm research paper: 35%; Final project paper & presentation: 40%; Class participation & field study observations: 25%. The overall grading matrix is shown below:

Descriptor	Alpha	GPA	Requirement
Excellent	A A-	4.0 3.7	Shows superior use and understanding of extensive literature beyond the textbook and notes
Good	B+ B B-	3.3 3.0 2.7	Shows significant use and understanding of extensive literature beyond the textbook and notes
Average	C+ C	2.3 2.0	Shows a clear understanding and some insight into the material in the textbook and notes, but not beyond
Below Average / Poor	C- D+ D	1.7 1.3 0.7 - 1.0	Fails to show a clear understanding or much insight into the material in the textbook and notes
Fail	F	0	Shows little or no understanding of any of the material

REQUIRED TEXTBOOK AND RECOMMENDED READINGS

Nancy J. Adler with Allison Gunderson 'International Dimensions of Organizational Behavior' 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/ref=sr_1_1?ie=UTF8&qid=1390119621&sr=8-1&keywords=schneider+barsoux+managing+across+cultures

You may also find the following texts useful.

Robert Rosen 'Global Literacies' 2000 Simon and Schuster ISBN 0-684-85902-5

Fullan M 'Leading in a Culture of Change' 2007 Jossey Bass ISBN 0-7879-5395-4

The students will be provided a detailed Course Pack containing 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.

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 Organizational Behavior

SB: Managing Across Cultures

Week	Topic
1	Introduction <ul style="list-style-type: none">➤ Introductions, student interests, relevant prior coursework & experience➤ Course map, format, required work and assessments➤ Review of mid-term research paper and final project guidelines – detailed guidelines posted in this syllabus➤ Overview of International Dimensions of Organizational Behavior – what will the course cover?➤ Exploring Culture: what is 'culture'? Convergence & divergence; recognising cultures; culture clash; aspects of culture➤ Readings: AG 1 & SB 1 & 2
2	How Cultural Differences affect Organisations <ul style="list-style-type: none">➤ Readings: AG 2 & SB 3, 4

	<ul style="list-style-type: none"> ➤ Corporate culture & architecture ➤ Regional and national cultures ➤ Industry-specific cultures & reasons for differences ➤ Case discussion: comparing Viking, Brazilian & Indonesian management structures ➤ Policies & procedures
3	<p>Communicating across Cultures & Strategy</p> <ul style="list-style-type: none"> ➤ Readings: AG 3 & SB 5 ➤ How do we exchange 'meaning'? Verbal and non-verbal messages ➤ Perception & cultural 'filters' ➤ Cross-cultural misconception & mis-evaluation ➤ Stereotypes – and how/why to avoid them ➤ Exercise: How well do you know your colleagues – AG 87-88. Incorporate this exercise into your projects and note your observations. ➤ Culture and strategy
4	<p>Cultural Diversity & Human Resource Management</p> <ul style="list-style-type: none"> ➤ Readings: AG 4 & SB 6 ➤ 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.
5	<p>Managing Multicultural Teams</p> <ul style="list-style-type: none"> ➤ Readings: AG 5 & SB 8 ➤ 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? ➤ Midterm research paper and final project status updates
6	<p>International Managers</p> <ul style="list-style-type: none"> ➤ Readings: AG 6 & SB 7 ➤ This session will include a seminar discussion of two case studies – the Oil & Wasser (HBR case) and 'Join the Global Elite' research paper. You are expected to read the two cases prior to the class to prepare for this discussion. You should work with your project partner to discuss and prepare for these cases.
7	<p>Global Organisation & Motivating Diversity</p> <ul style="list-style-type: none"> ➤ Readings: AG 7 & SB 8,9 ➤ Inspiring people to contribute ➤ Theoretical aspects: Three Motives, Two Factor Motivation, Expectancy Theory ➤ How do rewards vary across cultures? How ➤ Class discussion of 'The Multicultural Team' article – SB 8.
8	<p>Multinational Decision Making & Negotiations</p> <ul style="list-style-type: none"> ➤ Readings: AG 8 ➤ 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

	<p>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.</p> <ul style="list-style-type: none"> ➤ Case study discussion: Lincoln Electric Case (HBS). ➤ Final project paper - 2nd status updates
9	<p>Negotiating Globally</p> <ul style="list-style-type: none"> ➤ Readings: AG 9 ➤ Alternative strategies ➤ Success: people, situation & process ➤ Desirable qualities (of negotiators) ➤ Typical buyer/seller relationships: US vs. Japan ➤ Situations leading to success or failure ➤ How should you handle the 'process'? – Note the contrasts in table 9.4 on AG 237. ➤ Stages of negotiations
10	<p>Negotiating Globally (contd)</p> <ul style="list-style-type: none"> ➤ Case study & role play ➤ Internship reflections – application of lessons learned ➤ Guest speaker
11	<p>Class Final Project Presentations</p> <ul style="list-style-type: none"> ➤ Group presentation limited to 10 slides & 12-13 minutes (max)
12	<p>Managing Global Managers</p> <ul style="list-style-type: none"> ➤ Readings: AG 10, 11 ➤ 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 ➤ Case discussion: Nike (HBS) case study. ➤ Discussion on contrasting negotiating styles – Malaysians negotiating with Americans (AG 244-246). ➤ Review verbal negotiating tactics – AG 249
13	<p>Research paper submission deadline & Review Session</p> <ul style="list-style-type: none"> ➤ Course review – what have we learned? ➤ Class discussion: Coaching Women for Success – AG 297-304 ➤ Women as global managers/leaders ➤ 'What does it take to reach the top?' ➤ Today's (and tomorrow's) global career paths ➤ Reasons for accepting or rejecting global assignments

ATTENDANCE, PARTICIPATION AND STUDENT RESPONSIBILITIES

Please note that the regulations below are very strict for a specific reason, namely to respond to the expectations of your own colleges and universities. Therefore, please observe these rules; they are not complicated and simply require your attention to detail.

Class attendance and participation

CAPA has a mandatory attendance policy. Students are also 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.

If you need to miss class for medical reasons or for a family emergency, you must send an e-mail to let the Director of Academic Programs 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 is accepted only if you do not have access to Internet. An e-mail is still required as quickly as you can get access to Internet again. You will need to provide evidence of the reason for your absence. If you miss any meetings without an excused absence by e-mail, your final grade will be dropped accordingly. And when you must miss a class or field trip, you are responsible to speak your instructor and make up any missed assignments.

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 approach professors and fellow students with respect and tolerance; and to actively engage in debate, while avoiding derogatory or inflammatory comments on the cultures or attitudes of others in the class.

CAPA Program and Instructor Policies

The faculty expects from you, the student, and a high level of responsibility and academic honesty. Because the value of an academic course depends upon the absolute integrity of the work done by the student, it is imperative that students demonstrate a high standard of individual honour in his or her scholastic work and class Behavior.

A high standard of individual honour means that you, the student, must attend all classes and never be late (unless with a valid reason). You must be respectful of the professor and of other students by not talking/whispering in class when others are talking or presenting. Persistent lateness or lack of attention in class, i.e. reading materials other than the work set, may result in a low or zero grade for participation, and possible referral to the Vice President of Academic Affairs. No electronic equipment will be used in class, including laptops, phones, iPods, iPads, cell phones, etc., unless you have express permission from the professor. If for any reason a student is obliged to work with electronic equipment, then permission must be obtained from CAPA's Academic Director prior to the class. The International Finance & Economics module may require you to bring in your laptop to class to take notes and access informative financial & economic websites.

Certain behaviors disrupt class, such as a student arriving late, a phone ringing, or a student leaving in the middle of class. Lecturers have the authority to set policies for their classes regarding such disruptive behavior. All students are expected to respect the learning environment and respect the lecturers' efforts to maintain it.

Academic Integrity

Plagiarism and Cheating

Plagiarism and cheating will be dealt with very seriously, and will be referred to the Vice President of Academic Affairs. Any work submitted by a student in this course for academic credit must be the student's own original work. If you present, as your own ideas, any material copied or

extensively drawn from the work of others, then you are plagiarizing — unless you give full citations for your sources. Plagiarism is unacceptable. If it is found, then this will immediately lead to an "F" (Fail) grade for that particular assignment.

Of course, you may make full use of ideas, arguments and information obtained from books, journals, websites, etc., but you must make clear in a footnote whose work you are drawing from. This includes cases of paraphrasing where the idea or the thought of another writer is represented, though not directly quoted. Please note that a citation for paraphrasing is academically acceptable. It could say, for example, "This idea is borrowed from: Author's name, *Title*, Publisher/Website, (date you accessed the website), year of publication, page number."

In addition, copying our own assignment entirely or partially to submit to a second or third professor in another class is considered plagiarism by duplication. This is unacceptable. The same is when you copy your own work, that was written for another assignment or in another context (news-journal, website, blog, etc.), without citation. While this does not implicate the writing of others as you are copying your own work, it is misrepresentation in academic terms because the work handed in to the instructor in this class was not originally written for this specific class, but for another publication or platform. Students risk receiving an "F" (Fail) grade for all the assignments done in classes for which they have duplicated their own work. An exception can be given if the student has obtained the professor's agreement in advance and has correctly provided a reference (citation in text or as footnote or endnote) to his/her other assignment or earlier work. Students, like any author, are allowed to cite their own earlier work.

In cases of blatant and intentional misrepresentation, a student will receive a failing grade for the course and may face disciplinary action before the Vice President of Academic Affairs, which, in extreme cases may result in dismissal from the Program.

Helpful Resources and Tips on how to avoid Plagiarism

You quote it, you note it! An interactive tutorial guide on how to avoid plagiarism and how to cite sources:

<http://library.acadiau.ca/tutorials/plagiarism/>

http://www.plagiarism.org/learning_center/citation.html - if you scroll down, you'll find links to all major styles and formats for citing and referencing.

How to cite and write a bibliography: Ask your instructor to tell you which citation format to use (the most common are APA, MLA and Chicago). The most important thing is to use one citation and referencing format consistently and accurately throughout your paper.

Behavior 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.