

Course Last Updated 3/27/2024



University of
New Haven

International Dimension of Organizational Behavior

Section I: Course Overview

Course Code: MGMT360LHR

Subject Area(s): Management

Prerequisites: none

Language of Instruction: English

Total Contact Hours: 45

Credits: 3

Course Fee: None

Course Description

This course focused 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 are 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 are also expected to reflect critically on how theoretical frameworks can be applied and developed within the organizational setting.

Learning Objectives

Upon successful completion of this course, students are able to:

- Explain theories, best practices, and applications on how to effectively manage people within a global business setting.
- Identify and analyze challenges facing global businesses today.
- Evaluate major elements of socio-cultural diversity within global business.

Section II: Instructor & Course Details

Instructor Details

Name: TBC

Contact Information: TBC

Term: TBC

Course Day and Time: TBC

Office Hours: TBC

Grading & Assessment

The instructor assesses students' mastery of course learning objectives by using the forms of assessment below. Each of these assessments is weighted toward the final grade. The Assessment Overview section provides further details for each.

Engagement - 20%

Mid-Term Individual Research Paper - 30%

Group Project Presentation - 15%

Individual Final Project and Presentation - 35%

Assessment Overview

This section provides a brief description of each form of assessment listed above. Forms of assessment may be slightly modified in the term syllabus.

Engagement (20%): Students are expected to be engaged in class, to have read the CEA CAPA Engagement Policy, and to understand the [Class Engagement Rubric](#) that outlines how engagement is graded.

Mid-Term Research Paper (30%): This is an individual assignment to be submitted prior to the mid-term break and covers 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 is announced in week 2. Students are required to present an analysis of the situation described in the case by applying the various readings for the course. The assessment of the mid-term paper is based on application of the theories, examples and content of the weekly seminars and class discussions as well as the course reading material.

Group Project Presentation (15%): Groups impersonate a culturally diverse start-up company trying to sell a 2.0 tourist service in Florence to culturally different markets. You simulate working with and coming across people from diverse cultures and backgrounds.

Final Project and Presentation (35%): The final project for this course is an assessment of each student's cumulative learning across the semester. The final project involves a collection of reflections

corresponding to lessons throughout the term, a presentation, and a final analytical project paper. Students take their individual research and combine effort with peers to create a 15-minute presentation covering their philosophy of international management.

Active Learning

Experiential learning is an essential component of education abroad, and participation in field studies is a required part of coursework. In this course, students explore the city in which they are studying using a variety of methods. This provides the opportunity to gain nuance and perspective on the host context and course content, as well as to collect information and resources for assigned papers, projects, and presentations.

- Multiple business visits throughout semester
- Visit to Historical City Centre

Readings and Resources

The below readings and resources are representative of what will be assigned as required in this course, but may vary slightly in the term syllabus.

All students are given access to the online library of the University of New Haven (UNH), accessible [here](#), and are expected to comply with [UNH Policies](#) regarding library usage.

Wherever possible, required readings are made accessible through the online library or Canvas. Students are responsible for obtaining all required readings.

Each course utilizes Canvas as its LMS. Students are expected to check Canvas regularly for updates and deadlines. Canvas is also the primary platform for contacting your instructor in case of questions or concerns about the course.

Required

Adler, N. J. with Gunderson, A. *'International Dimensions of Organizational Behavior,'* 5th edition 2008

Schneider, S. C. & Barsoux J.L., *Managing Across Cultures*, 3rd edition 2014

Course Calendar

Session 1	
Topics	Introduction Overview of International Dimensions of Organizational Behavior; Culture & Management
Activity	Class introduction and overview
Readings & Assignments	<ul style="list-style-type: none"> • Adler & Gunderson, ch1 • Schneider & Barsoux, ch.1 & 2
Session 2	
Business Visit 1: Gucci Garden (Time to be Confirmed)	
Session 3	
Topics	How Cultural Differences affect Organizations Regional and national cultures

Activity	Lecture and Discussion
Readings & Assignments	<ul style="list-style-type: none"> • Adler & Gunderson, ch. 2 • Schneider & Barsoux 3, 4 • Communication of Midterm case study and Final project subject - Setting up of groups for Final project

Session 4	
Topics	Communicating across Cultures & Strategy
Activity	Lecture and Discussion
Readings & Assignments	<ul style="list-style-type: none"> • Adler & Gunderson, ch. 3 • Schneider & Barsoux, ch. 5 • Exercise: How well do you know your colleagues - Adler & Gunderson, pp. 87-88. Incorporate this exercise into your projects and note your observations

Session 5	
Topics	Cultural Diversity & Human Resource Management Strategy for managing cultural diversity
Activity	Lecture and Discussion
Readings & Assignments	<ul style="list-style-type: none"> • Adler & Gunderson, ch. 4 • Schneider & Barsoux, ch. 6 • Midterm research paper status updates – In class presentation

Session 6	
Topics	Managing Multicultural Teams Team diversity – advantages & disadvantages
Activity	Lecture and Discussion
Readings & Assignments	<ul style="list-style-type: none"> • Adler & Gunderson, ch. 5 • Schneider & Barsoux, ch. 8 • Final project status updates – In class presentatrion

Session 7	
Topics	International Managers
Activity	Case Study Review
Readings & Assignments	<ul style="list-style-type: none"> • 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.

Session 8	
Mid-term individual research paper: SUBMISSION AND IN CLASS PRESENTATION	

Session 9	
Topics	Global Organization & Motivating Diversity
Activity	Guest Lecture (to be confirmed)
Readings & Assignments	<ul style="list-style-type: none"> • Adler & Gunderson, ch. 7 • Schneider & Barsoux, ch. 8 – 9 • Class discussion of ‘The Multicultural Team’ article

Session 10	
Topics	Multinational Decision Making & Negotiations
Activity	Lecture and Discussion
Readings & Assignments	<ul style="list-style-type: none"> • Adler & Gunderson, ch. 8 • Case study discussion: Lincoln Electric Case (HBS). • Individual Final project paper - 2nd status updates

Session 11	
Topics	Negotiating Globally Stages of negotiations
Activity	Lecture and Discussion
Readings & Assignments	<ul style="list-style-type: none"> • Adler & Gunderson, ch. 9 • Group project presentation limited to 20 slides & 20 minutes (max)

Session 12	
Business Visit 2: Teatro della Pergola (To be confirmed)	

Session 13	
Topics	Managing Global Managers
Activity	Case Study Review
Readings & Assignments	<ul style="list-style-type: none"> • Case discussion: Nike (HBS) case study • Individual Final Project - Submission on Canvas

Session 14	
Individual Final Project - In Class Presentation	

Session 15	
Individual Final Project - In Class Presentation (Continued)	

Section III: Academic Policies and Standards

Academic Policies

Students are expected to review and understand all CEA CAPA student policies, including our [Academic Policies](#) and [Engagement Policy](#). CEA CAPA reserves the right to change, update, revise, or amend existing policies and/or procedures at any time. Additional requirements that may be associated with a specific course or program are addressed in the term syllabus.

Student Learning & Development Objectives

CEA CAPA has identified [Student Learning and Development Objectives \(SLDOs\)](#) for all programs in all locations: content in context, navigating differences, power and equity, critical thinking and intellectual curiosity, career and professional development, and sustainability and migration. These are meta-level learning objectives that transcend coursework and are infused across all elements of program delivery, beyond specifics of course offerings, addressing student learning holistically and framing it a larger learning context.