



THE SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

BUS 303
3 credits (45 contact hours)

INTERCULTURAL MANAGEMENT

COURSE DESCRIPTION AND OBJECTIVES

This course is designed to introduce students to concepts and fundamentals of international management. The course will consider aspects of management within an international and culturally complex environment, while considering the business influences within the global workplace. Students with or without prior international management knowledge will benefit from the course. Organizational effectiveness demands that personnel do the right things efficiently. Therefore, the role of management is to strive for and maintain the goals of the organization. Being an effective manager is not just telling others what to do. It is also about effective leadership, training, and communication. Having effective managers can be a cost saving tool for all organizations of all sizes. Corporation executives, supervisors, and managers are aware of the importance of and difficulty in finding and retaining highly skilled employees (a time consuming role of management).

Today's managers need a systems view of the organization. This course will help you think of the organization as a system rather than as a work unit where tasks are performed. Most of you will, after graduating, become supervisors and managers and be required to provide training and leadership for your personnel. In just about any organization, you will be working with people who will have a different cultural background than your own, you may be working as an expatriate in a different country or you may experience any of a number of multicultural challenges. This course will help you prepare for these eventualities

INSTRUCTIONAL METHODS

The class will consist of lectures conducted in seminar fashion, with regular student participation through presentations and group work. A typical class would consist of students synthesizing and presenting information acquired from a text chapter or assigned article. Discussion and in-class exercises will follow each presentation to further examine fundamental aspects of international management concepts.

Selected case studies will be assigned by the instructor. Students will be asked to read and analyse each case carefully. This will be followed by general class discussion and/or presentations.

General class themes include:

- Intercultural Effectiveness in Global management
- Implementing Strategy, Structure and Systems
- Cultural dynamics and the international manager
- The individual worker in an international intercultural context

- Team dynamics in international intercultural management
- Leadership in a global context
- Change management
- Motivation and Power

General Session structure (3 hours):

- presentation/discussion of chapter assigned to students OR presentation/discussion of reading from assigned article(s)/cases OR short quiz
- lecture/presentation of topic by the professor
- In-class exercise/case study/analysis and class discussion
- Summary, next steps, assignments

Guest speakers:

As far as available, guest speakers will present varying aspects of management, as experienced from the international company where they work. Students may query them on the subject matter covered in their presentation as well as what it was like to work in their particular company and country.

REQUIRED MATERIALS

- Deresky, H. 'International Management', 4th ed. Pearson/Prentice Hall
- Browaeyns, M & Price, R. (2008) Understanding Cross-Cultural Management, Prentice Hall.

Selected articles, Internet back-up, case studies, and supplemental research

Suggested daily and weekly reading:

Text chapters, business cases and articles, as assigned (required)

In French: Courier International, Les Echos

In English: Business Week, The Economist, Time

EVALUATION

▪ Presentations/participation	10%
▪ Mid-term exam	30%
▪ Management of change case study	30%
▪ Final Exam	30%

Additional notes:

- There are no make-up exams, quizzes, presentations, etc.
- Please plan your travel and weekend excursions appropriately so not to miss class.

Management of case study

Your CASE STUDY is worth 30% of the course grades. This case study provides an opportunity to develop, edit, and polish your thoughts regarding emerging trends in the broad field of management/ training and development/total quality improvement.

The Case study will use issues of culture, identity and image to assess the organization, then make proposals for change on an allocated case. This will involve both primary and secondary research and the reading of one academic peer reviewed journal paper.

Grading Scale Equivalency:

U.S	I.A.U.	<i>FRENCH EQUIVALENT</i>
100-95	A+	19,20/20
95-90	A	18/17/20
89-87	A-	16/20
86-84	B+	15/20
83-80	B	14/20
79-77	B-	13/20
76-74	C+	12/20
73-70	C	11/20
69-67	C-	10/20
66-64	D+	9/20
63-60	D	8/20
59	F	0-7/20

ATTENDANCE AND PARTICIPATION

One of the primary requirements this semester is that you **attend class**. The success of this class depends very much on your arriving **on time**, prepared for the lesson, and ready to participate in discussion and activities. Attendance and participation will be part of your final grade.

CALENDAR

Week			Homework
1	Understanding the Role of Culture	Understanding the Role of Culture	Wed for Thurs Culture exercise Thursday for the next Wednesday-case study
2	Understanding the Role of Culture	Assessing the Environment – Political, Economic, Legal, Technological	Wed for Thurs Culture exercise Thursday for the next Wednesday-case study
3	Understanding the Role of Culture	Communicating Across Cultures Assessing the Environment – Political, Economic, Legal,	Wed for Thurs Culture exercise Thursday for the next Wednesday-case study prep
4	Communicating Across Cultures	Managing Interdependence: Social Responsibility and Ethics	Wed for Thurs Communication exercise Thursday for the next Wednesday-case study prep
5	Motivation	Managing Interdependence: Social Responsibility and Ethics	Wed for Thurs Motivation and ethics exercise Thursday for the next Wednesday-case study
6	Motivation	Cross-Cultural Negotiation and Decision Making	
7	Preparation class	Mid-term exam	
8	Leadership	Cross-Cultural Negotiation and Decision Making	Wed for Thurs Leadership and Negotiation exercise Thursday for the next Wednesday-case study
9	Mid-term break		
10	Leadership	Formulating Strategy	Leadership and Strategy exercise Thursday for the next Wednesday-case study prep
11	Power	Global Alliances and Strategy Implementation	Power and Strategy exercise Thursday for the next Wednesday-case study prep

12	Leadership	Organization Structure and Control Systems	Leadership and Structure exercise Thursday for the next Wednesday- case study prep
13	Managing Change	Staffing and Training for Global Operations	Thursday for the next Wednesday- case study prep
14	Management Project presentation	Management project presentation	
15		Exam	