Course Description

Presents an overview of the impact of culture on international business. Review of intercultural skills needed to develop successful management strategies across cultures. Emphasis is placed on assessing the environment, ethics and social responsibility, communication skills, and formulating business strategies.

Course Textbook


Course Learning Outcomes

Upon completion of this course, students should be able to:

1. Explain how the political and economic environment affects decision making.
2. Compare universal cultural variables that affect job behaviors.
3. Describe the necessary steps involved with developing international business strategies.
4. Examine the influence of culture on strategic choice.
5. Explain the processes of preparation, adaptation, and repatriation in relation to intercultural management.
6. Discuss new demands leaders face in relation to human rights and ethical conduct.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. **Unit Learning Outcomes:** Each unit contains Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. **Unit Lessons:** Each unit contains a Unit Lesson, which discusses unit material.
3. **Reading Assignments:** Each unit contains Reading Assignments from one or more chapters from the textbook. Suggested Readings are listed in the unit study guides to aid students in their course of study. The readings themselves may or may not be provided in the course, but students are encouraged to read the resources listed if the opportunity arises as they have valuable information that expands upon the lesson material. Students will not be tested on their knowledge of the Suggested Readings.
4. **Discussion Boards:** Discussion Boards are a part of all CSU term courses. Information and specifications regarding these assignments are provided in the Student Resources link listed in the Course Menu bar.
5. **Unit Assessments:** This course contains four Unit Assessments, one to be completed at the end of Units I, III, IV, and VIII. Assessments are composed of written response questions.
6. **Unit Assignments:** Students are required to submit for grading Unit Assignments in Units II and V-VII. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with each assignment. Specific information about accessing these rubrics is provided below.
7. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.
8. **Student Break Room:** This communication forum allows for casual conversation with your classmates.
CSU Online Library

The CSU Online Library is available to support your courses and programs. The online library includes databases, journals, e-books, and research guides. These resources are always accessible and can be reached through the library webpage. To access the library, log into the myCSU Student Portal, and click on “CSU Online Library.” You can also access the CSU Online Library from the “My Library” button on the course menu for each course in Blackboard.

The CSU Online Library offers several reference services. E-mail (library@columbiasouthern.edu) and telephone (1.877.268.8046) assistance is available Monday – Thursday from 8 am to 5 pm and Friday from 8 am to 3 pm. The library’s chat reference service, Ask a Librarian, is available 24/7; look for the chat box on the online library page.

Librarians can help you develop your research plan or assist you in finding relevant, appropriate, and timely information. Reference requests can include customized keyword search strategies, links to articles, database help, and other services.

Unit Assignments

Unit II Essay

Choose a city in one of the following countries: Taiwan, Spain, Uruguay, Australia, or Turkey. Research the culture of the chosen city and write a one- to two-page essay to describe what you need to know about three cultural differences that would help you open a subsidiary, hire staff, and manage it for your corporation successfully in that country.

Your essay should be properly formatted to include a title page, running head, page numbers, and reference list. The paper should follow APA guidelines for all resources for in-text citations, paraphrasing, and references. Remember to use the CSU Online Library to assist you in the research for this assignment.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit II Case Study

As the managing director for your company, based in India, that manufactures computer equipment, you are negotiating with an official in China. His job is to select computer equipment for city employees. You are adamant that you want all the specifications named clearly in a contract. However, the Chinese official is not interested in the technical and financial details. In one to two pages, explain why having a cultural profile of people in the official’s cultural group could help you avoid a breakdown in communication in this situation. How can you get through the intercultural impasse and obtain a contract that both you and the Chinese official find acceptable?

Your case study should be properly formatted to include a title page, running head, page numbers, and reference list. The paper should follow APA guidelines for all resources for in-text citations, paraphrasing, and references. Remember to use the CSU Online Library to assist you in the research for this assignment.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit V Essay

Research the organizational structure of the United Nations Human Rights Council. What are the goals of the organization? How is it structured to accomplish those goals? Discuss if it is accomplishing those goals and, if it is not accomplishing those goals, suggest possible changes to streamline the organization.

The essay should be two to three pages in length and properly formatted to include a title page, running head, page numbers, and reference list. The paper should follow APA guidelines for all resources for in-text citations, paraphrasing, and references. Remember to use the CSU Online Library to assist you in the research for this assignment.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit VI Case Study

Write a two- to three-page analysis using the Case Study on pages 295-297 in your textbook, “Kelly’s Assignment in Japan.”
Your analysis should address the following questions:

1. Explain the clashes in culture, customs, and expectations that occurred in this situation.
2. What stage of culture shock is Kelly’s family experiencing?
3. Turn back the clock to when Kelly was offered the position in Tokyo. What, if anything, should have been done differently, and by whom?
4. You are Kelly. What should you do now?

Your case study analysis should follow APA guidelines for formatting of all resources, both in-text and as references. Your analysis should include a title page and should include a separate reference page. Remember to use the CSU Library to complete your research for this assignment.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit VII Case Study

Write a two- to three-page analysis using the Case Study on pages 325-327 of your textbook, “Expatriate Management at AstraZeneca.”

Your analysis should address the following questions:

1. Critically analyze AstraZeneca’s expatriate management practices.
2. According to the 2007 Expatriate Work/Life Balance Survey, 65% of expats report feeling the strain of managing the demands of work and home, leading to more anxieties at home and at the workplace. What steps can an organization take to mitigate this?
3. What decisions related to expatriates could organizations take to maximize the benefits to the company despite ongoing economic recessions? Do you think a company that paid more careful attention to selection could further boost their chances of success?

Your case study analysis should follow APA guidelines for formatting of all resources, both in-text and as references. Your analysis should include a title page and should include a separate reference page. Remember to use the CSU Library to complete your research for this assignment.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

APA Guidelines

The application of the APA writing style shall be practical, functional, and appropriate to each academic level, with the primary purpose being the documentation (citation) of sources. CSU requires that students use APA style for certain papers and projects. Students should always carefully read and follow assignment directions and review the associated grading rubric when available. Students can find CSU’s Citation Guide in the myCSU Student Portal by clicking on the “Citation Resources” link in the “Learning Resources” area. This document includes examples and sample papers and provides information on how to contact the CSU Success Center.

Grading Rubrics

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include: (1) Discussion Board, (2) Assessment (Written Response), and (3) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Discussion Board rubric can be found within Unit I’s Discussion Board submission instructions.
The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting “Tools” and then “My Grades.”

Again, it is vitally important for you to become familiar with these rubrics because their application to your Discussion Boards, Assessments, and Assignments is the method by which your instructor assigns all grades.

Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.

Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

Grading

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<thead>
<tr>
<th>Assignment Type</th>
<th>Percentage</th>
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<tbody>
<tr>
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<td>16%</td>
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<tr>
<td>Assessments (4 @ 8%)</td>
<td>32%</td>
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<tr>
<td>Essays (2 @ 11%)</td>
<td>22%</td>
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<tr>
<td>Case Studies (3 @ 10%)</td>
<td>30%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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Course Schedule/Checklist (PLEASE PRINT)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

### Unit I: The Global Leader’s Environment

**Review:**  
- Unit Study Guide

**Read:**  
- **Chapter 1:** Assessing the Environment: Political, Economic, Legal, Technological
- **Chapter 2:** Managing Interdependence: Social Responsibility, Ethics, Sustainability
- **Suggested Reading:** See Study Guide

**Discuss:**  
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**  
- **Assessment** by Tuesday, 11:59 p.m. (Central Time)

Notes/Goals:

### Unit II: Understanding the Role of Culture

**Review:**  
- Unit Study Guide

**Read:**  
- **Chapter 3:** Understanding the Role of Culture
- **Suggested Reading:** See Study Guide

**Discuss:**  
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**  
- **Essay** by Tuesday, 11:59 p.m. (Central Time)
- **Case Study** by Tuesday, 11:59 p.m. (Central Time)

Notes/Goals:

### Unit III: Communicating Across Cultures

**Review:**  
- Unit Study Guide

**Read:**  
- **Chapter 4:** Communicating Across Cultures
- **Suggested Reading:** See Study Guide

**Discuss:**  
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**  
- **Assessment** by Tuesday, 11:59 p.m. (Central Time)

Notes/Goals:
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<thead>
<tr>
<th>Unit IV</th>
<th>Cross-cultural Negotiation and Decision Making</th>
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<tbody>
<tr>
<td>Review:</td>
<td>□ Unit Study Guide</td>
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</tbody>
</table>
| Read: | □ Chapter 5: Cross-cultural Negotiation and Decision Making  
□ Suggested Reading: See Study Guide |
| Discuss: | □ Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)  
□ Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time) |
| Submit: | □ Assessment by Tuesday, 11:59 p.m. (Central Time) |

Notes/Goals:

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<thead>
<tr>
<th>Unit V</th>
<th>Organizing Structure and Control Systems</th>
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<tbody>
<tr>
<td>Review:</td>
<td>□ Unit Study Guide</td>
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</table>
| Read: | □ Chapter 8: Organization Structure and Control Systems  
□ Suggested Reading: See Study Guide |
| Discuss: | □ Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)  
□ Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time) |
| Submit: | □ Essay by Tuesday, 11:59 p.m. (Central Time) |

Notes/Goals:

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<thead>
<tr>
<th>Unit VI</th>
<th>Staffing, Training, and Compensation for Global Operations</th>
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<tr>
<td>Review:</td>
<td>□ Unit Study Guide</td>
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| Read: | □ Chapter 9: Staffing, Training, and Compensation for Global Operations  
□ Suggested Reading: See Study Guide |
| Discuss: | □ Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)  
□ Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time) |
| Submit: | □ Case Study by Tuesday, 11:59 p.m. (Central Time) |

Notes/Goals:
## Unit VII: Expatriate Management

**Review:**
- Unit Study Guide

**Read:**
- Chapter 10: Developing a Global Management Cadre
- Suggested Reading: See Study Guide

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- Case Study by Tuesday, 11:59 p.m. (Central Time)

**Notes/Goals:**

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## Unit VIII: Motivating and Leading

**Review:**
- Unit Study Guide

**Read:**
- Chapter 11: Motivating and Leading
- Suggested Reading: See Study Guide

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- Assessment by Tuesday, 11:59 p.m. (Central Time)

**Notes/Goals:**