

Syllabus

SCHOOL OF BUSINESS AND MANAGEMENT **BSM 414: International Management**

5 Credits
Effective: [Term/Year]

Access to the Internet is required.
All written assignments must be in Microsoft-Word-compatible formats.
See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

COURSE DESCRIPTION

International management is conducted around the globe across cultures, languages, traditions, and a range of economic, political, and technological landscapes. This class examines the challenges to the manager's role associated with adaptive leadership and prepares students for the complicated yet fascinating discipline of international and global management. Regardless of their size, companies operating overseas are faced with distinct scenarios. In order to be successful, managers must accurately assess the components that shape their strategies, operations, and overall function. The course concepts, methods, tools, and techniques help students assess and analyze the external environment and utilize their understanding of associated forces to devise effective strategies for organizations.

COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Access is provided through the Reading List link in your online course as well as from the library homepage ("Find Your Reading List" button).

Note: Required resources that must be purchased by the student are tagged "Purchase from a vendor of your choosing." Required resources with a direct link, "Available through CityU Library", are available electronically at no cost to students.

Students in Canada may purchase course resources from the [Canada Bookstore](#), and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

CITYU LEARNING GOALS

This course supports the following City University learning goals:

- Demonstrate diverse and global perspectives.

COURSE OUTCOMES

In this course, learners:

- Devise effective strategies to communicate with different cultural groups based on their specific background and traits.
- Formulate alternative strategies for global operations by identifying and analyzing an organization's internal and external factors.

- Select and justify appropriate organizational structures for implementing and managing global expansion strategies.
- Identify the types of conflicts and risks that can occur in multi-cultural work environments and global operations, and devise strategies for resolution and mitigation.
- Develop categories of practices to research and understand distinct characteristics of a cultural group.

CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- Cross-cultural communication and negotiation styles
- Cross-cultural ethical standards, social behavior and accountability
- Cross-cultural management skills
- Cross-cultural work environments
- Direct and indirect management control
- Effects of globalization for countries and industries
- Global strategy planning, formulation, and implementation
- Host country management practices
- Human Resource Management
- Leadership
- Managing multiculturalism and diversity
- Political risk
- Problem solving abilities and techniques

OVERVIEW OF COURSE GRADING

The grades earned for the course will be derived using City University of Seattle’s decimal grading system, based on the following:

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Instructor Determined Assignments and Activities	20%
Cross-Cultural Communication Case Study	25%
Assessing Global Expansion Paper	30%
Presentation: Managing Conflicts and Risks within a Global Team	25%
TOTAL	100%

SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Instructor Determined Assignments and Activities

Whether in class, online, or in a mixed mode setting, students will be graded on their participation in classroom discussions; ability to present, explain, or defend alternative viewpoints; and the degree to which they have mastered the concepts and principles inherent in the study of business management. Written work will be assessed not only on relevance to the subject presented, but also on adherence to

good written form, APA style, and professional presentation. The instructor may also choose to create additional activities to support learning in the classroom or online.

<i>Components</i>	<i>% of Grade</i>
Quality of Responses	50%
Quantity of Responses	30%
Timeliness	20%
TOTAL	100%

Cross-Cultural Communication Case Study

The instructor will present a case to students on cross-cultural communication. The case is designed to encourage students to apply analytical concepts and tools to analyze and solve a real-world scenario. Examples of these concepts and tools include verbal and nonverbal communication and behavior, approaches to conflict, cultural heritage and rituals, cross-cultural engagement framework, engagement strategy, collaboration tools and technology, identity, language, and processes within the context of global teams. Specific instructions and set of requirements will be included in the description of the case. This case analysis will be 5-7 pages (excluding cover page and reference page); APA writing conventions should be followed with a minimum of six (6) sources referenced and cited.

<i>Components</i>	<i>% of Grade</i>
Requirements	30%
Analysis	25%
Style Including Structure, Flow, Grammar, and Spelling	15%
APA	10%
Knowledge of Cultural Frameworks	10%
Workforce Diversity	10%
TOTAL	100%

Assessing Global Expansion Paper

For this assignment, students will select an organization and assess the option to expand the reach of its operations and/or services into a new country. Suggestions for the company will be provided by the instructor that students can choose from or students can select their own scenario to work on upon the instructor's approval. Students should complete the following steps:

1. **External assessment:** Students should utilize tools such as PESTLE Analysis to assess the external factors within the new region of interest. The output of the assessment should help to develop an in-depth understanding of external forces and variables that might influence the company's business within the host region to varying degrees. Variables should be specific and preferably, quantifiable. Examples include ease of conducting business, licensing, hiring practices and policies, credit and banking, taxes, contract enforcement, trading across borders, culture, demographics and psychographics, market readiness, infrastructure and technology, economic conditions, politics, and legal factors.
2. **Strategy formulation and key task identification:** Using the results of the external assessment, students should formulate 2-3 alternative strategies to facilitate a successful expansion. Students are required to clearly indicate those external factors that informed and guided the formulation of

the alternative strategies. For each alternative strategy, students should define at least two (2) key tasks that facilitate the implementation of the strategy upon completion.

3. **Structure selection:** Strategy shapes structure. Students should select and justify an appropriate structure (top-down, bottom-up, or both) for at least three (3) tasks identified in the previous step.

This paper will be 6-8 pages (excluding cover page and reference page); APA writing conventions should be followed with a minimum of eight (8) sources referenced and cited.

<i>Components</i>	<i>% of Grade</i>
Requirements	35%
Analysis	30%
Style Including Structure, Flow, Grammar, and Spelling	15%
APA	10%
People Development	10%
TOTAL	100%

Presentation: Managing Conflicts and Risks within a Global Team

The instructor will provide a case to students to encourage them to apply analytical concepts and tools to analyze and solve a real-world scenario. The case will reflect conflicts and potential risks within a firm's global team. First, students should identify the types of conflicts and risks that could affect the company's global operations. Second, students should devise effective strategies for resolution and mitigation of the identified conflicts and risks. Students will present the conflicts, risks, and corresponding strategies using a live or narrated PowerPoint presentation depending on the class mode. This presentation should consist of 12-15 slides (approximately 15 minutes) excluding the cover page, agenda slide, and references. Students must cite at least six (6) resources, follow APA conventions, and include proper graphics to support and complement their discussions.

<i>Components</i>	<i>% of Grade</i>
Audio/Visual Presentation	15%
Critical Thinking and Analysis	20%
Assignment Requirements	15%
Style Including Structure, Flow, Grammar, and Spelling	10%
APA	10%
Equitable and Inclusive Leadership	10%
Team management	10%
Openness to Cultural Differences	10%
TOTAL	100%

COURSE POLICIES

Late Assignments

A critical aspect of management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue

arises coordinate with the instructor PRIOR TO the assignment's due date and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

Participation

Class participation will be evaluated during class. Participation includes being prepared for class discussions and contributing meaningful content when appropriate. It also includes individual effort contributed to team projects.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

UNIVERSITY POLICIES

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/>.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance*.

Final Assignment Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

Support Services

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at help@cityu.ed to request a user name and password.