



"We shall not cease from exploration  
And the end of all our exploring  
Will be to arrive where we started  
And know the place for the first time."

T.S. Eliot, *Four Quartets*

A frog in a well cannot conceive of the ocean.

Master Zhuang



The real voyage of discovery consists not in seeking new landscapes, but in  
having new eyes.

Marcel Proust

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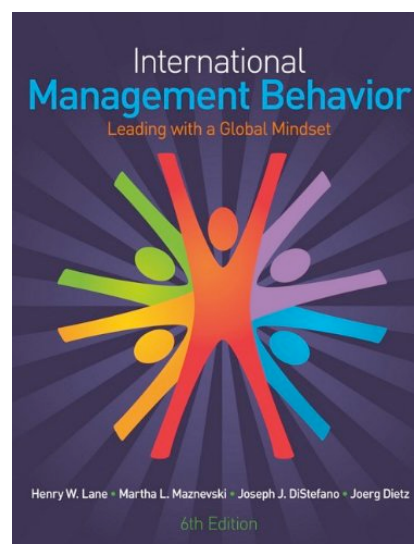
<b>Instructor</b>	Dr. Beena Khurana Email: <a href="mailto:bkhurana@calpoly.edu">bkhurana@calpoly.edu</a> Office: 003-432 Telephone: 805-756-1760
<b>Class Times</b>	Tuesday, Thursday: 12:10 – 2:00 pm
<b>Class Location</b>	Orfalea College of Business Building 003, Room 111
<b>Course Dates</b>	January 6 – March 21, 2014
<b>Office Hours</b>	Wednesday & Thursday: 11:00 – 12:00 pm Or by appointment

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## Course Description

This course introduces the key concept of culture, its dimensions, and how these dimensions vary within and amongst nations. We will consider: the impact of culture on management practices in a global context, managerial competence in multicultural groups in international corporations, execution of global strategies, development of global managers, bringing about change in global organizations and issues of personal integrity and corporate citizenship.

## Textbook



Henry W. Lane, Martha L. Maznevski, Joseph J. DiStefano, Joerg Dietz.  
*International Management Behavior: Leading with a Global Mindset. 6<sup>th</sup> edition.* John Wiley & Sons Publishing, ISBN 978-0-470-71412-6.

## How does taking BUS 302 change you?

Along with the specific concepts, issues, theories, models, empiricisms you will be introduced to, there are some overarching *learning objectives* you will have acquired by the end of our interaction.

1. *The ability to apply your knowledge to identify opportunities and solve business problems (LO 1.1)*. This ability can be evidenced in assignments, exams, in class discussions, case evaluations and the cross-cultural project.

2. *Exhibit the ability to work in a diverse environment (LO 3.1)*. While there isn't an opportunity within this course per se to exhibit your aptitude to work globally, one assignment in particular is geared toward gauging your ability to operate outside your comfort zone. The course will also equip you with knowledge that is instrumental in a study abroad stint or overseas internship.

3. *Illustrate an understanding of business activities in a global environment (LO 3.2)*. Developing this understanding is at the heart of this course and will be asked for in the assignments, exams, in class discussions, case evaluations and the cross-cultural project.

4. *Demonstrate effective written communication skills (LO 4.1)*. Writing is an integral part of the business world and your ability to 'think on paper' will be assessed in assignments, exams and the cross-cultural project write-up.

5. *Demonstrate effective oral communication skills (LO 4.2)*. Highly successful managers spend the majority of their time in face-to-face communication; therefore, the ability to be an effective and persuasive speaker is key. Your oral communication skills will be tested in class discussions and cross-cultural project presentations.

6. *Demonstrate effective participation in teams (LO 4.3)*. Your cross-cultural project will be a team effort in which your ability to productively interact with peers will reflect in both your presentation and the write-up of the project.

## Grading

So, what goes into that all-important grade?

Midterm Assessment	20%
End of term Assessment	20%
Cross-Cultural Project Presentation (Peer - evaluated)	10%
Cross-Cultural Project Paper (moi - evaluated)	15%
Assignments	25%
International Business News Tidbit	10%

**If you miss class on the day of the Midterm Assessment, End of term Assessment, Cross-cultural Project Presentation or on the day you are called out to present an International Business News Tidbit without an acceptable reason that can be verified (e.g., death in the family, severe illness requiring a physician's attention), you will receive a grade of zero for that measure. Note the critical dates on which attendance is mandatory and make certain you have no time conflicts. I will not acquiesce to any requests for make-ups.**

## Reading Plus

Readings such as articles from various newspapers and other media will be available on PolyLearn. It is critical to engage with materials other than the text to get a fuller understanding of the concepts and issues.

## Slides

Powerpoint slides used in the classes will be posted on PolyLearn. Each powerpoint set of slides outlines the key components of the class topic of the same name.

## Case Preparation

The textbook includes cases that will be assigned throughout the course. You are responsible for reading the assigned cases. All cases will be discussed extensively in class. Therefore, you should come prepared to contribute. Slides summarizing key points of each case will be posted on PolyLearn after they have been considered in class.

## Cross-Cultural Project

The cross-cultural project is a key component of this course. It allows you to showcase a combination of your scholarship and creativity. Depending upon the size of the class, students will be assigned to groups of 3 - 5 individuals. Each group will be responsible for one cross-cultural project. Presentations will be peer evaluated. Evaluation criteria will be provided.

The project write-up should be limited to 5 pages, double-spaced, 12 pt. font. Papers should include a bibliography of sources consulted and referenced (the bibliography is not included in the page limit). The use of illustrations, figures, graphs, and tables is encouraged but all visual material should be

labeled and referenced appropriately. In addition to the paper, groups should email me a copy of the materials used in the presentation for a fuller evaluation of the project work.

Each project should address either:

- a topic from a single country that demonstrates the cultural values, attitudes and beliefs of the country.
- a topic that permits a cross-cultural comparison, e.g., how a single activity (ritual, sport, etc.) is performed in **two or more** different cultures that have different values.

The project list will be released after the add-drop period is complete. Upon selecting a project topic you should notify me about your choice so other teams do not choose the same topic — topic selection is on a “first come, first served” basis.

Projects should have the following organizational structure:

- a brief section that introduces the topic and countries covered
- country or culture sections that describe and analyze the topic
- a summary that focuses on the highlights of the analysis and comparisons/contrasts between the countries/cultures.

The grade for projects will be a group grade. However, should the group think that someone has not contributed equitably to the project I will request a peer evaluation of group member contributions. Each contributor will then receive the group grade modulated by the average contribution score awarded by other group members.

## **Assignments**

Assignments, of which there are four are my way of making sure you are taking on board key concepts and bringing them to life.

## **How to prepare for class**

There are different kinds of learners in the world. In general, acquainting yourself with the material in an upcoming class before the class meets is highly recommended. However, if the first encounter with material works better for you when it is guided then you should go over the material after the class to ensure fuller comprehension. For certain classes in which material is to be discussed you will be specifically asked to read the material before class. In sum, do whatever works best for you to not fall behind on course material.

## Let the games begin

January 7: Introduction, Overview, Organization and Cultural Intelligence

**Assignment 1: Create a cultural collage of Cal Poly. Due date for upload to PolyLearn: January 14, 2014. Contributes 5%.**

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January 9: Culture and the Global Manager

Chapter 1: The Global Manager (pages 9 - 24)

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January 14: Business and Intercultural Effectiveness

Chapter 2: Intercultural Effectiveness in International Management (pages 27 - 38)

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January 16: Culture, Social Maps & Business

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January 21: Classes Follow a Monday Schedule

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January 23: Cultural Orientations

Chapter 2: Intercultural Effectiveness in International Management (pages 39 - 61)

**Assignment 2: Cultural Perspectives Questionnaire Evaluation. Due date for upload to PolyLearn: January 30, 2014. Contributes 5%.**

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January 28: Map Bridge Integrate Model

Chapter 3: The MBI Model for High Performance (pages 65 - 89)

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January 30: Case Analysis & Discussion: (Cases 1,2, 3, 4 pages 119-153)

**Assignment 3: Monsanto Case Evaluation. Due date for upload to PolyLearn: February 6, 2014. Contributes 5%.**

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February 4: Guest presenter: Mark Bieraugel, Business Librarian

Mark will offer library/database/research instruction that is key to your writing a well-informed and properly referenced project write-up.

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February 4: Case Analysis & Discussion Continued: (pages 119 - 153)

February 6: Managing Global Teams and Networks & Midterm Review

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Chapter 4: Managing Global Teams and Networks (pages 91 - 118)

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**February 11: Midterm Exam – Chapters 1 - 4, Cases 1 – 4. Contributes 20%.**

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February 13: Globalization

**Assignment 4: Psychological Capital Assignment. Due date for upload to PolyLearn: March 14, 2014. Contributes 10%.**

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February 18: Global Strategy

Chapter 5: Executing Global Strategy (pages 177 - 190)

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February 20: Global Strategy, Culture, Selection and Development of Managers

Chapter 5: Executing Global Strategy (pages 191 - 205)

Chapter 6: Selecting and Developing Global Managers (pages 209 – 226)

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February 25: Global Organizational Change

Chapter 7: Managing Change in Global Organizations (pages 231 - 246)

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February 27: Reinforcing Change, Cases 8 & 9

Chapter 7: Managing Change in Global Organizations (pages 246 - 250)  
Cases 8 & 9 (pages 283 – 310)

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March 4: Managerial Leadership: Beyond Profit

Chapter 8: Competing with Integrity in Global Business (pages 313 - 335)

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March 6: Guidelines for Integrity in Business

Chapter 8: Competing with Integrity in Global Business (pages 335 - 338)  
Case 10 (pages 356 – 365)

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March 11: Cross-Cultural Project Presentations & Midterm Review

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**March 13: End of Term Exam (non cumulative) – Chapters 5 - 8, Cases 8 – 10. Contributes 20%.**

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**Cross-Cultural Project Write-up: Due date for upload to PolyLearn: March 20, 2014. Contributes 15%.**

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## Ground Rules

1. Attendance is key, as is participation.
2. Laptops/iPads while permitted should only be used for note taking. Please don't attempt to multitask in the class i.e., surf/browse while note taking.
3. Do not bring any food or beverages to the class, in other words finish your lunch before class or have a late one.
4. Texting and calls are strictly prohibited during class. If you have to receive a critical message, let me know in advance and I will make appropriate accommodations (I once taught a would-be father who was anxiously awaiting a call informing him that labor had set in). If electronic devices are made use of without permission, 2 points will be deducted from your International Business News Tidbit score for every infraction.
5. Ethics/Academic Honor Code: As a Cal Poly student, you are responsible for your own work and your actions. So the Orfalea College of Business and I will not tolerate academic cheating or plagiarism in any form. Violations will be forwarded to the judicial board. Plagiarism or cheating will result in an automatic failure (F) for the course.
6. If you have a documented physical and/or learning disability that requires accommodation please contact the Cal Poly Disability Resource Center (Services Bldg 124, [drc@calpoly.edu](mailto:drc@calpoly.edu)) and me before the course begins.
7. Finally, given the constellation of concentrations in Orfalea you might consider this course 'fluff' or 'soft.' That attitude will not serve you well. Management is neither a science nor an art but a skill that is key to business success. Give this course some genuine effort. You could walk away with the basics of managing in international settings and a far greater likelihood of professional success.
8. Contacting me is easy. I am happy to offer help in my office hours or by appointment. Email is the preferred mode of communication, so avoid calling me. I will try to respond as quickly as I can however, some propriety should be exercised when emailing. You should not assume I am available 24/7. Other than during my official office hours below are some guidelines for contacting me:
  - Email between 6:00 pm – 9:00 am is not likely to be responded to. Therefore don't email the night before an exam and expect a prompt response. Revise early and give yourself enough time to get



feedback.

- Email will not be accessed or answered over the weekends unless there is an emergency.
- Put an appropriate subject in the subject line of your email. ???, Quick question, Hey Professor, etc. are not acceptable.
- Do not correspond with me other than through your Cal Poly email account. All communication from me regarding this course will be delivered to your Cal Poly accounts, so remember to check it regularly.

## Grading

All grading will be fair and objective. If a mistake is made in grading, notify me immediately. For all graded assignments, including exams, you have ONE WEEK after the grades are handed out to discuss your marks. After ONE WEEK no grades will be modified even if they would have favored the student.

The following are definition of letter grades and what they signify:

A – Outstanding, performance is consistently excellent.

B – Very good, performance is commendable but not outstanding.

C – Good, performance meets course requirements but not distinguished.

D – Below average, performance fails to meet course standards.

F – Failure, performance is unacceptable.

Grade distribution:

93-100: A

80-82: B-

67-69: D+

90-92: A-

77-79: C+

63-66: D

87-89: B+

73-76: C

60-62: D-

83-86: B

70-72: C-

Below 60: F

## Participate and Give Feedback

Feedback is always welcome, at any stage. Don't assume it won't do any good given the course is underway. You'll be bettering the course for those who come after you.

## Disclaimer



I am constantly tinkering with material to better deliver it and sometimes inspiration comes while engaging with you. Therefore consider this course a work in progress. If the syllabus is modified in terms of topics, reading assignments, graded assignments, and class activities changes will be prominently announced and the updated syllabus will be uploaded to PolyLearn.