



ACADEMIC EXCELLENCE. REDEFINED
American University of Ras Al Khaimah

Syllabus for IBUS 303: Cross-Cultural and Global Management

Semester:

Room No:

Times and Days:

I. Instructor Information:

Name:

Office Hours:

Email:

Please observe these office hours or make an appointment for a different time.

II. Course:

Course Credit Hours: 3

Pre-requisites: BUSN 305 and MGMT 301.

III. Course Description: Explores theory and practice of managing culturally diverse organizations in domestic and international contexts. Topics include management customs and practices in different world regions, cross-cultural communication and learning, and the developing culturally and internationally sophisticated employees and managers.

IV. Course Materials and Basic Resources:

Textbook: International Management: Managing Across Borders and Cultures. Helen Deresky, 7th Edition, International Edition, Pearson, 2011, ISBN: 978-0-13-254555-6

V. Course Goals and Student Learning Outcomes

Goals:

Explore theory and practice of managing culturally diverse organizations in domestic and international contexts.

Student Learning Outcomes:

Upon completion of this course the student should be able to:

SLO 1	Differentiate between cultures/business cultures, communication and negotiation styles of different countries
SLO 2	Discuss the effect of cultural aspects on international business practices/strategies.
SLO 3	Articulate International Human Resource issues facing international companies and their employees, and recommend solutions for effective handling of those issues.
SLO 4	Identify and discuss ethical and social responsibility issues facing businesses doing business internationally.
SLO 5	Research and prepare a team report on culture/business culture of another country with the objective of preparing business people for international assignments.

VI. Course Schedule

(Tentative Schedule)

Week	Chapter No.	Topics/In-Class Activities	Assignment Due Dates	SLO
1	1	Course Administration and Assessing the Global Environment		1
2		Chapter 1 contd.	Quiz	1
3	3	Understanding the Role of Culture: Cultural Mapping/Self Awareness/ Differences; Culture and Intl. Business		1,
4		Chapter 3 contd.		1,2
5	4	Communicating across Cultures	Assignment 1 – Prepare a report on cultural issues that impact international management, and the implications of international workplace diversity	1,2,3
6		Chapter 4 contd.		1,2,3
7	11	Cross-cultural Comparisons of Work/Motivation/Leadership		1,2,3
8	5	International Negotiations and Decision Making	Assignment 2 – Case study – based analysis of how companies negotiate	1,2,3

			internationally	
9	7	Global Alliances and Strategy Implementation	Mid-term Exam	1,2,3
10	9, 10	Staffing, Training,for Global Operations – International HRM: Expatriate Personnel/Family, Repatriation	1,2,3,4	
11		Chapters 9 and 10 contd.	Quiz	2,3
12	2	Social Responsibility & Ethics	Assignment 4 – Report on difficulties and considerations when managing a global workforce	1,2,3,4,5
13	10	International Labor Relations		1,2,3,4,5
14		Women in International Business		1,2,3,4,5
15		Presentations and Review Session		1,2,3,4,5
16		FINAL Exam	FINAL EXAM	

VII. Evaluation of Learning

The grade breakdown is as follows:

Methods	Dates	Weights
Class Participation	Continuous assessment throughout the semester	10%
Quiz	Weeks 2 & 11	10%
Assignments	Weeks 5, 8 & 12	30%
Mid Term Exam	Week 9	20%
Final Exam	Week 16	30%

Mapping of Learning outcomes and assessments

Assessment Tool	Grade Weightage	Mapping with Course Learning Outcomes
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	e	1	2	3	4	5
Assignment #1	10%	x	x	x		
Assignment #2	10%	x	x	x		
Assignment # 3	10%	x	x	x	x	x
Quiz	10%	x	x	x	x	
Mid Term Exam	20%	x	x	x	x	
Final Exam	20%	x	x	x	x	x
Class Discussion/ Participation	10%	x	x	x	x	x

VIII. Grading System and Scale

University course work is measured in terms of quantity and quality. A credit normally represents one hour per week of lecture or recitation or not fewer than two hours per week of independent or laboratory work throughout a semester. The number of credits is a measure of quantity. The grade is a measure of quality. The university system for undergraduate grading is as follows:

Grade	Percentage Scores	Grade Points
A	90-100	4.0
B+	85-89	3.5
B	80-84	3.0
C+	75-79	2.5
C	70-74	2.0
D+	65-69	1.5
D	60-64	1.0
F	0-59	0

IX. Methodologies for Teaching and Learning:

Student's performance will be assessed based on Assignments (applying the knowledge gained, and contextualized to the region), Quizzes, Mid-Term and Final Examinations as mentioned in the course calendar. Class participation and doing class assignments is a compulsory part of this course and these will also be used to assess student's performance throughout the course period.

X. Relevant Policies

Relevant policies [Except for the policy on academic misconduct, the inclusion of the following is only suggested and is at the discretion of the instructor].

A. Academic Misconduct. A. Academic Misconduct:

The Honor Code and Honor System

The Honor Code is an integral part of university life. Students are responsible, therefore, for understanding the code's provisions. Cheating and attempted cheating, plagiarism, lying, and stealing of academic work and related materials constitute Honor Code violations. In the spirit of the code, a student's word is a declaration of good faith acceptable as truth in all academic matters. To maintain an academic community according to these standards, students and faculty must report all alleged violations to the Honor Committee.

AURAK expects its students to uphold high standards of academic integrity and conduct. In particular, students are required to:

- Attend classes regularly and punctually.
- Be actively involved in class discussions and other course related classroom activities.
- Complete assignments on time.
- Meet the requirements for course and program completion.
- Abide by high standards of academic integrity, ethics, and honesty.
- Refrain from cheating on homework and examinations, plagiarizing other people's work by submitting it as their own, or any other forms of academic dishonesty.
- Adhere to the published test or examination rules and regulations.
- Make every effort to maintain good academic standing.

Given the internet and easy access to information and knowledge sources, the University is committed to students' learning in an ethical manner. For all academic assignments, project work, and presentations, students need to ensure that due acknowledgement is given to the source of any information which they incorporate in their work. The following are some examples of academic misconduct:

- Cheating/using unfair means in examinations
- Significant paraphrasing in written academic work that is unacknowledged
- Unacknowledged use of information or ideas unless such ideas are commonplace
- Citing sources which student has not read or referred to
- Breaching the word limit of assignments and mentioning wrong word count
- Plagiarism

Plagiarism. Plagiarism is a serious academic offense. Plagiarism is the use of someone else's ideas, words, projects, artwork, phrasing, sentence structure or other work without properly acknowledging the ownership (source) of the property (item). Plagiarism is dishonest because it misrepresents the work of someone else as one's own. It is intellectual theft as it robs others of credit for their work. Plagiarism takes many forms including:

- Using someone else's words without putting those words in quotation marks and providing full information about their source, sufficient information so that another person could easily locate the words that are being quoted, whether it is in an article, a book, or on the web.
- Using unique, original ideas, phrases, sentences, paragraphs, or other materials, etc. from a single source or a variety of sources such as a text, journal, web page, electronic source, design, artwork, etc. in one's work without citing all sources. For a student found plagiarizing, the punishment will be a failing grade in the assignment without the right to redo the assignment up to a failing grade in the course.

Examples of Cheating. Acts of cheating include, but are not limited to, the following:

1. Copying from another student's paper during an exam, or allowing or encouraging another student to copy from your paper during an exam.
2. Having someone else take your exam in your place, or taking an exam for someone else.
3. Obtaining unauthorized access to exams and accepting exams obtained by unauthorized access.

Examples of Plagiarism. Acts of plagiarism include, but are not limited to, the following

1. Handing in as 'original', work prepared by someone else or preparing/completing someone else's work.
2. Copying from a book or other publication without citing sources.
3. Using the same work to satisfy the requirements of two or more courses (during the same or different terms).
4. Having someone else rewrite a rough draft or rewriting a rough draft that is not your own work.

Violations of plagiarism are subject to evaluation according to the criterion of "reasonable doubt". The student's right to appeal and the procedures to be followed in carrying out the appeal of the University's decision is clearly stated in the *Student Handbook*.

Any violations of the University's academic rules, regulations or directives are reported to the Deputy Vice Chancellor Academic Affairs and may result in one of the following disciplinary measures.

- Verbal or written warning
- Repeating the term
- Dismissal from the University

Please refer to the relevant section in the *Handbook* and ensure a clear understanding of the provisions of the University honor code and honor system in order to avoid infringement of the policy and attendant penalization.

B. Concerns about grades or other course matters. Students are responsible for their learning experiences. If you are concerned about a class matter, first discuss it with the instructor. If the matter is not resolved, the next step is to meet with the

Program Chair. If you still have a concern, meet with the Dean. The matter is likely to be resolved before it reaches that point, but if it is not, then the following positions are next on the organization chart: the Deputy Vice Chancellor for Academic Affairs, and, finally, the Vice Chancellor. Students who decide to “jump to the top” will be referred back to the appropriate next step.

C. Assignments. University policy is that assignments are due on the date assigned. Instructors may refuse to accept late assignments or lower the grade that would be otherwise given.

In MGMT 403, late assignments will not be accepted. All assignments must be typed and submitted at the beginning of class.

D. Attendance. University policy is that students are to attend all classes and to arrive on time. Verified emergencies may require an absence or delay, but habitual tardiness or absence affects your learning and disrupts the class. Your presence is important since student contributions are a significant part of classroom activity and absence deprives others of your contributions.

According to current University Regulations for attendance,

Student with 2 absences: receives 5% warning

Student with 3 absences: receives 10% warning

Student with 4 absences: receives 15% warning

Student with 5 absences fail the course

Two late arrivals (more than 5 minutes) = 1 Absence

E. Mobile Phones: All mobile phones, pagers and/or other communication devices should be turned off before entering the classroom.

There should absolutely be no communication devices on you during the exams.

F. Diversity and the Use of English. English is the common language of the AURAK campus, the use of which includes everyone. It is the only language to be used in the classroom. AURAK brings together students and faculty from diverse cultural and linguistic backgrounds, which is one of the strengths of the university. This diversity provides an opportunity to share our different experiences and enlarge our understanding of the world. Classroom discussions and other activities are to be conducted with courtesy and civility and respect for one another and for our differences.

G. Course Requirements

Exams:

You will take two closed-book, closed-notes exams during the semester and one comprehensive final. The exams will consist of objective questions and short essay type questions. Students will be required to apply concepts and frameworks from assigned readings, cases and in-class discussions. As the schedule permits, the class will review major concepts before the exam. The final exam will be a combination of objective and short answer, written response questions.

Exams will cover textbook materials, supplemental materials from the class and all in-class presentations.

Written Materials

All written reports should be neatly typed, legible and free of errors in grammar and spelling. Reports should have a title page showing a title for the report, course name and number, date due and student's name.

Class Participation:

Since this course is a discussion/case-based course, participation is critical to the learning experience. Much of the learning that will take place in this class comes from the chance to express ideas, listen to what others have to say, and discuss these ideas in order to develop your critical-thinking skills. Please take advantage of this opportunity to gauge and hone your communication skills. To do this you must prepare all assigned materials and participate in the in-class discussions, exercises and assignments. Do not underestimate the value of what you and your classmates have to say.

Grades for class participation will depend on both the quality and the frequency of participation. Quality is much more important than frequency but a person with frequent high quality participation will merit a better grade than one with occasional high quality participation.

Grades will be assigned each class based the following:

- Student shows evidence of careful analysis by using facts and evidence from the assigned materials to make arguments
- Student's participation fits in with the flow of class discussion and demonstrates that he/she has been listening to and reacting to others' points of view
- Student is able to influence the class to consider important avenues that the class neglected
- Student is able to engage constructively in debating points with other students
- Student presents recommendations justified by his/her analysis and/or by the discussion in the class. Less value is placed on participation that repeats case facts without analysis or that disrupts the flow of the class discussion without good reason. Students will be called upon randomly to answer questions pertaining to the readings. If for some reason you are not fully prepared on a particular day, let me know before class so that I do not embarrass you inadvertently.

Grades

Grades will be based on demonstration of understanding, application, and integration. Concise, insightful responses and comments are preferred over rambling, unfocused responses.