




Business Administration

Course Number:	BUAD 308
Course Title:	MULTICULTURAL MANAGEMENT
Credits:	3
Calendar Description:	In today's global environment, success or failure in business can depend on awareness of the cultural differences among people and countries. Consideration will be given to those issues and problems associated with management in different cultures and in particular to those issues that arise in international business. The course will examine the application of theory and research in multiculturalism including cross-cultural communication, culturally-biased assumptions, contrasting cultural values and culture shock. <i>(also offered by Distance Education)</i>
Semester and Year:	FALL 2018
Prerequisite(s):	BUAD 269, 272 or 293, and minimum third-year standing
Corequisite(s):	No
Prerequisite to:	No
Final Exam:	Yes
Hours per week:	3
Graduation Requirement:	BBA, Management and Tourism & Hospitality Specialties – Elective
Substitutable Courses:	No
Transfer Credit:	
Special Notes:	
Originally Developed:	November 2004
EDCO Approval:	April 2006
Chair's Approval:	

Professors

Name	Phone	Office	Email
<i>David Cram</i> <i>Course Captain</i>	250-762-5445 ext. 4339 250-861-8965	K: C138 off campus	dgram@okanagan.bc.ca

Learning Outcomes

This course will cover twelve topics relevant to multicultural management. Each of these areas has specific learning objectives which are listed at the beginning of the assigned chapter readings in the text. In addition to these topic specific learning objectives, the course will provide students with:

- A comprehensive understanding of the theories and practices found in international organizational behaviour which will in turn provide the basis for understanding the complexity of managing in multicultural environments
- An expanded knowledge of and appreciation for the range of cultures found throughout the world of commerce
- A view of the world of business from multiple cultural perspectives
- An opportunity to practice analysis and decision-making within multicultural environments
- Practice at communicating both orally and in writing, the analysis and decisions relating to multicultural management

Course Objectives

This course will cover the following content:

- The Global Manager’s Environment
- Assessing the Environment: Political, Economic, Legal, and Technological
- Managing Interdependence: Social Responsibility, Ethics, and Sustainability
- The Cultural Context of Global Management
- Understanding the Role of Culture and Cultural Theory in the Global Business Arena
- Communicating Across Cultures
- Cross-Cultural Negotiations and Decision Making
- International Organizational Structure and Control Systems
- Staffing, Training, and Compensation for Global Operations
- Developing a Global Management Cadre
- Motivating and Leading in the Global Business Arena

Evaluation Procedure

Course Participation and Misc. Assignments	20%
Country Research Report and Presentation	25%
Mid-term Exam	25%
Final Exam	30%
Total	100%

Notes

- The schedule may be altered, depending on the progression of the class and the needs and interests of the students.
- In order to achieve top marks for Participation, students will have to attend class, volunteer for class activities, be well prepared and able to present some of their homework.
- Please check Moodle for specific details on the course assignments, due dates and evaluation standards.
- Final exams will only be rescheduled in accordance with College policy; inconvenience to the student is not a valid reason for rescheduling an exam.
- A minimum of 50% across the mid-term and final exams are needed to pass this course.

Required Texts/Resources

Management Across Cultures, Steers, Nardon & Sanchez-Runde, 2017, Third ed., Cambridge University Press. ISBN 978-1-316-60403-8

On Managing Across Cultures, HBR's 10 Must Reads, 2016, Harvard Business Review Press. ISBN 978-1-63369-162-9

Course Schedule for Kelowna Section

Date		Topic	Resources
2018 Week of:		Monday, October 8 – Thanksgiving Day (no classes) Monday, November 12 – Remembrance Day (no classes) Thursday, December 6 - Last Day of Regular Classes	Text Ch.#.(MAC) Reading# (HBR)
Sept.	10-14	Course Introduction Recognizing Global Challenges	Ch. 1 (MAC)
Sept.	17-21	Global managers: challenges and Responsibilities Cultural Intelligence	Ch. 2(MAC) #1(HBR)
Sept.	24-28	Develop global understanding: Cultural Environments Navigating the Cultural Minefield Anna Hakansson Case Assignment (page 78)	Ch.3(MAC) #5(HBR)
Oct.	1-5	Organizational Environments L’Oreal Masters Multiculturalism	Ch.4(MAC) #3(HBR)
Oct.	9-12	Develop global management skills: Communicating across culture Global Business Speaks English Roos Dekker, Global Healthcare Case Assignment (page 156)	Ch.5(MAC) #7(HBR)
Oct.	15-19	Leading global organizations Lost in Translation	Ch.6(MAC) #9(HBR)
Oct.	22-26	Midterm Guest Speaker	
Oct./Nov	29-2	Negotiating global Partnerships	Ch.7MAC)
Nov.	5-9	Managing ethical conflicts	Ch8 (MAC) #6(HBR)
Nov.	13-16	Managing work and motivation Samsung Case Assignment (page 287)	Ch.9(MAC) #4(HBR)
Nov.	19-23	Managing global teams	Ch.10(MAC) #2(HBR)
Nov.	26-30	Managing global assignments The Right Way to Manage Expats Country Research Reports and Presentations Part 1	Ch.11(MAC) #10(HBR)
Dec.	3-6	Lessons learned 10 Rules for Managing Global Innovation Country Research Reports and Presentations Part 2	Ch.12(MAC) #8(HBR)
Dec	8 – 19	FINAL EXAM PERIOD	

SKILLS ACROSS THE BUSINESS CURRICULUM

The Okanagan School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

STUDENT CONDUCT AND ACADEMIC HONESTY

What is the Disruption of Instructional Activities?

At Okanagan College (OC), disruption of instructional activities includes student “conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC”, as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

What is Cheating?

“Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination.”

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

What is Plagiarism?

Plagiarism is defined as “the presentation of another person’s work or ideas without proper or complete acknowledgement.” It is the serious academic offence of reproducing someone else’s work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

“Intentional plagiarism is the deliberate presentation of another’s work or ideas as one’s own.” Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.

“Unintentional plagiarism is the inadvertent presentation of another’s work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit.”

What are the Students’ Responsibilities to Avoid Plagiarism?

Students have a responsibility to read the OC Plagiarism Policy and Procedures outlined in the OC calendar, which is available in online format www.okanagan.bc.ca. Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors’ name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

“Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication “*Plagiarism Avoided; Taking Responsibility for your Work*”. This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The Okanagan School of Business requires the use of the APA or MLA style, but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 6th edition (2009)). A copy of the APA manual is available in the reference section and also available for circulation from OC libraries. The library website has access to these two major citing styles.

What are the Penalties for Plagiarism and Cheating?

The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the Okanagan School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.