



Business Administration

Course Number:	BUAD 308
Course Title:	MULTICULTURAL MANAGEMENT
Credits:	3
Calendar Description:	<p>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></p>
Semester and Year:	Winter 2016
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
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Learning Outcomes

Upon completion of this course students will be able to

- describe the theories and practices found in international organizational behavior which will in turn provide the basis for understanding the complexity of managing in multicultural environments.
- explain the wide range of different cultures found throughout the world of commerce.
- facilitate decision-making within multicultural environments.
- demonstrate effective presentation, communication and interpersonal/group skills based on multiple cultural perspectives.
- communicate both orally and in writing, the analysis and decisions relating to multicultural management.

Course Objectives

This course will cover the following content:

- Cultural Differences across Young Adults
- The Global Manager's Environment
- Understanding the Role of Culture in Business
- Creating a Cultural Profile of a Country
- Cross-cultural Corporate Ethics
- Cultural Variables in Communication
- Cross-cultural Challenges with Outsourcing
- Negotiation and Decision Making across Cultures
- Staffing, Training and Compensation for Global Operations
- Motivating and Leading across Cultures
- International Organizational Structures and Control Systems
- Cross-cultural Challenges with Ecommerce
- Strategic Alliances across Cultures
- The Future of Culture and Global Trade

Evaluation Procedure

Individual Component	
Mid-term Exam*	25%
Final Exam*	35%
In-class Participation	10%
Group Component	
Group Project 1 Proposal (for approval)	5%
Group Project 1 Presentation	10%
Group Project 2 Report	15%
Total	100%

Notes

* Students must earn half of all available exam marks to achieve a passing grade in the course.

In-class Participation

In class participation will be based on active and meaningful class discussions, readiness to answer questions on readings and case studies, and on regular attendance. Use of electronic devices (laptops, phones) is only allowed for activities directly related to the material discussed in class or it will negatively affect the grade for in-class participation.

Class, Assignment and Exam Policy

Additional reference material will be distributed in class, can be accessed via the Library or the Internet.

The schedule may be altered, depending on the progression of the class and the needs and interests of the students.

Attendance at exams is mandatory. Inability to attend must be supported by legitimate reasons with supportive documentation.

Exams will not be multiple choice. Answers will require written definitions, short answers and case analysis.

Required Texts/Resources

International Management Managing Across Borders and Cultures, Deresky, H., (2014), 8th ed., Pearson Prentice-Hall. ISBN.978-0-13-306212-0

Course Schedule

Date		Topic	Textbook
Dates:		Mon. Jan 4 Classes begin Family Day Feb 8 Reading Break Feb 9 to 12– no classes Good Fri. Mar 25 & Easter Mon. Mar 28 – no classes Tues. Apr 12 Last day of regularly scheduled classes	
Jan	5	Course Introduction & Expectations Cultural Differences across Young Adults	
	12	The Global Manager’s Environment PELT, PEST(EL) & CAGE Framework	Ch 1
	19	Understanding the Role of Culture in Business Intercultural Competence and Fluency	Ch 3
	26	Group Project 1 (Group Formation & Project Guidelines) Cross-cultural Management Theories Creating a Cultural Profile of a Country	Ch 3
Feb	2	Cross-cultural Corporate Ethics The Social Responsibility of Multinational Corporations	Ch 2
	8 - 12	READING BREAK (<i>Feb 8 to 12 – no classes</i>)	
	16	Cultural Variables in Communication Preparation for the Mid-term Exam	Ch 4
	23	Mid-term Exam	Ch 1-4
Mar	1	Cross-cultural Challenges with Outsourcing Negotiation & Decision Making across Cultures	Ch 5
	8	Group Project 1 Presentations (Part 1) Staffing, Training & Compensation for Global Operations	Ch 9 & 10
	15	Group Project 1 Presentations (Part 2) Motivating & Leading across Cultures	Ch 11
	22	Group Project 1 Presentations (Part 3) International Organizational Structure & Control Systems	Ch 8
	29	Group Project 1 Presentations (Part 4) Cross-cultural Challenges with Ecommerce Group Project 2 (Group Formation & Project Guidelines)	Ch 6
Apr	5	Strategic Alliances across Cultures A Detailed Case Analysis of a Cross-cultural Operation	Ch 7
	12	The Future of Culture & Global Trade Revision of Course Learnings & Preparing for the Exam	
Apr	15 - 23	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.