Course Syllabus

Course Description

Provides a comparative study of the multicultural, intercultural, and diversity dynamics of conducting domestic and international business. Focus is on the unique intercultural and multicultural problems, characteristics, opportunities, and demands faced by firms in both local and domestic businesses and the individuals engaged in its corresponding intercultural and multicultural communications, negotiations, integration, and unique transactions across value systems of various nations.

Course Textbook(s)


Additional Required Course Material(s)

See each Unit Study Guide for additional required course material(s).

Course Learning Outcomes

Upon completion of this course, students should be able to:

1. Differentiate between intercultural management and multiculturalism on a domestic and global scale.
2. Analyze and compare approaches to diversity in the workplace in the United States and the legislation surrounding it.
3. Evaluate the opportunities and challenges of managing a diverse workforce.
4. Examine diversity experiences and relationships with respect to gender, race, nationality, etc., in a domestic and global workplace.
5. Explain and discuss global thinking and the value of adaptation in an intercultural, multi-cultural, and multi-diverse business environment.
6. Analyze and discuss models of culture classifications.
7. Compare and contrast business practices from cultures around the world.
8. Analyze, compare, and contrast approaches to culture in the workplace in the United States and globally.
9. Assess one’s dispositions towards culture and diversity in a multicultural, intercultural and diverse business environment.
10. Compare approaches to diversity management.
11. Compare business practices from cultures around the world.

Prerequisite(s)

No prerequisite courses are required for enrollment in this course.

Credits

Upon completion of this course, the students will earn 3 hours of college credit.

CSU Online Library
The CSU Online Library is available to support your courses and programs. The online library includes databases, journals, e-books, and research guides. These resources are always accessible and can be reached through the library web page. To access the library, log into the myCSU Student Portal, and click on “CSU Online Library.” You can also access the CSU Online Library from the “My Library” button on the course menu for each course in Blackboard.

The CSU Online Library offers several reference services. E-mail (library@columbiasouthern.edu) and telephone (1.877.268.8046) assistance is available Monday – Thursday from 8 a.m. to 5 p.m. and Friday from 8 a.m. to 3 p.m. The library’s chat reference service, Ask a Librarian, is available 24/7; look for the chat box on the online library page.

Librarians can help you develop your research plan or assist you in finding relevant, appropriate, and timely information. Reference requests can include customized keyword search strategies, links to articles, database help, and other services.

LibGuides

Think of a LibGuide (a Library Guide) as a mini-website to help you with your assignments. It has relevant information such as databases, e-books, and websites specific to your courses. If you have any questions, please reach out to your friendly library staff.

Click here for the LibGuide for this course.

Unit Assignments

Unit III Case Study

Read the Chapter Case, “Harley-Davidson, Inc.: Troubled Times Increase H-D’s Reliance on International Sales,” on pages 204-214, and answer the questions on page 214 in detail.

The writing you submit must meet the requirements below.

* Summarize the case with at least two pages.
* Answer the questions on page 214 in detail.
* In answering the questions, kindly identify Michael Porter's five forces and their management implications for multinationals.

Format your summary and answers using APA style. Use your own words, and include citations and references as needed to avoid plagiarism.

Unit VI Article Review

For this assignment, choose a peer-reviewed article to review. Use the databases within the CSU Online Library, or use another source that contains peer-reviewed articles. Do not select a topic similar to your assessment questions. Choose the article from one of the following topics:

* opportunities and challenges in IHRM;
* types of international employees and the needs for MNCs to employ them;
* reasons for the failure of international assignments;
* success, failure, opportunities, and barriers for female expatriate assignment;
* the different approaches of IHRM in different national context characteristics;
* success of IHRM in recruitment and selection of expatriates;
* success of IHRM in training and development; or
* success of IHRM in compensation and evaluation.

The purpose of this assignment is for you to practice reviewing articles that contribute to the industry. The authors of these articles are researchers and professionals who have shared or experimented with ideas that demonstrate potential to improve the industry. As a professional in the industry, it is in your best interest to review the literature and trends. This provides you with the opportunity to read about what was successful and how it was accomplished. Plus, it allows you to analyze what was unsuccessful and how you can improve it—or at least how you can avoid repeating the mistakes of others. Use these skills to contribute to research papers and other scholarly writings. If you have not already, hopefully you will contribute to the industry by publishing an article and sharing with your community of peers.

As you read the article you choose for this assignment, consider the following questions: How could the topic of this article apply to your personal or professional life? How could it apply to an organization you have observed?

The article you choose must meet the following requirements:

* be peer reviewed,
* relate to the concepts within this course, and
* be at least 10 pages in length.

The writing you submit must meet the following requirements:

* be at least two pages in length,
* identify the main topic/question,
Identify the author’s intended audience,
summarize the article,
analyze the article,
evaluate how the article is related to your topic, and
explain what you learned from this article.

Format your Article Review using APA style. Use your own words, and include citations and references as needed to avoid plagiarism.

Unit VIII Research Report

You are asked to complete a research report in this course. A research report is an opportunity for you to practice and improve your research and writing skills. Plus, it allows you to review the details that others have observed and researched in the industry.

Search CSU Online Library and other reliable sources. Write a report on one of the major topics listed below and incorporate at least five other related empirical studies of your choice.

- Intercultural management and multiculturalism on a domestic and global scale
- Diversity approaches in the workplace in the United States and the legislation surrounding it
- The opportunities and challenges of managing a diverse workforce
- Diversity with respect to differences such as gender, race, and nationality in a domestic and global workplace
- Adaptation in an intercultural, multicultural, and multi-diverse business environment
- Models of culture classifications
- Business practices from cultures around the world
- Approaches to culture in the workplace in the United States and globally
- Diversity in a multicultural, intercultural and diverse business environment

The purpose of this research report is for you to culminate the learning achieved in the course by describing your understanding and application of knowledge in the field of intercultural management. The report must (a) identify the main issues in the chosen area, (b) contain and reference new learning that has occurred, (c) build upon class activities or incidents that facilitated learning and understanding, and (d) present specific current and/or future applications and relevance to the typical workplace. The research report should also focus on real-life, real-time application of topics covered in this course: the uses you have seen and the uses you can envision.

The research report

- must be 8 to 10 double-spaced pages in length (not including the title page, table of contents, and references page);
- must address the topic of the report with critical thought;
- must use at least five empirical studies as references; and
- must use APA style.

Use your own words, and include citations and references as needed to avoid plagiarism.

APA Guidelines

The application of the APA writing style shall be practical, functional, and appropriate to each academic level, with the primary purpose being the documentation (citation) of sources. CSU requires that students use APA style for certain papers and projects. Students should always carefully read and follow assignment directions and review the associated grading rubric when available. Students can find The CSU Citation Guide by clicking here. This document includes examples and sample papers and provides information on how to contact the CSU Writing Center.

Grading Rubrics

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include (1) Discussion Board, (2) Assessment (Written Response), and (3) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Discussion Board rubric can be found within Unit I’s Discussion Board submission instructions.

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting “Tools” and then “My Grades.”
Again, it is vitally important for you to become familiar with these rubrics because their application to your Discussion Boards, Assessments, and Assignments is the method by which your instructor assigns all grades.

Communication Forums

These are nongraded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged but not required. You can access these forums with the buttons in the Course Menu.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.

Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to e-mail your professor. Responses to your post will be addressed or e-mailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

Schedule/Grading

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.

<table>
<thead>
<tr>
<th>Unit I</th>
<th>Multinational Management and the Cultural Environment</th>
<th>[ Weight: 6% ]</th>
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</table>
| Read/View: | • Unit I Study Guide  
• Chapter 1: Multinational Management in a Changing World  
• Chapter 2: Culture and Multinational Management | | |
| Discuss: | • Unit I Discussion Board | 2% |
| Submit: | • Unit I Assessment | 4% |

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<tr>
<th>Unit II</th>
<th>Multinational Management: Ethics and Social Responsibility</th>
<th>[ Weight: 6% ]</th>
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</table>
| Read/View: | • Unit II Study Guide  
• Chapter 3: The Institutional Context of Multinational Management  
• Chapter 4: Managing Ethical and Social Responsibility Challenges in Multinational Companies | | |
<p>| Discuss: | • Unit II Discussion Board | 2% |
| Submit: | • Unit II Assessment | 4% |</p>
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<tr>
<th>Unit III</th>
<th>Multinational Strategy Formulation and Entry Modes [ Weight: 22% ]</th>
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| **Read/View:** | • Unit III Study Guide  
• Chapter 5: Strategic Management in the Multinational Company: Content and Formulation  
• Chapter 6: Multinational and Entry-Mode Strategies: Content and Formulation |
| **Discuss:** | • Unit III Discussion Board 2% |
| **Submit:** | • Unit III Assessment 4%  
• Unit III Case Study 16% |

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<th>Unit IV</th>
<th>Small Business Internationalization [ Weight: 6% ]</th>
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| **Read/View:** | • Unit IV Study Guide  
• Chapter 7: Small Business and International Entrepreneurship |
| **Discuss:** | • Unit IV Discussion Board 2% |
| **Submit:** | • Unit IV Assessment 4% |

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<th>Unit V</th>
<th>Multinational Strategic Alliances [ Weight: 6% ]</th>
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| **Read/View:** | • Unit V Study Guide  
• Chapter 9: International Strategic Alliances: Design and Management  
• Chapter 10: Multination E-Commerce: Strategies and Structures |
| **Discuss:** | • Unit V Discussion Board 2% |
| **Submit:** | • Unit V Assessment 4% |

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<tr>
<th>Unit VI</th>
<th>International Human Resource Management and HRM in the Local Context [ Weight: 22% ]</th>
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| **Read/View:** | • Unit VI Study Guide  
• Chapter 11: International Human Resource Management  
• Chapter 12: HRM in the Local Context: Knowing When and How to Adapt |
| **Discuss:** | • Unit VI Discussion Board 2% |
| **Submit:** | • Unit VI Assessment 4%  
• Unit VI Article Review 16% |

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<tr>
<th>Unit VII</th>
<th>International Negotiation and Cross-cultural Communication [ Weight: 6% ]</th>
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| **Read/View:** | • Unit VII Study Guide  
• Chapter 13: International Negotiation and Cross-Cultural Communication  
• Chapter 14: Motivation in Multinational Companies |
<p>| <strong>Discuss:</strong> | • Unit VII Discussion Board 2% |
| <strong>Submit:</strong> | • Unit VII Assessment 4% |</p>
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<th>Unit VIII</th>
<th>Leadership and Management Behavior in Multinationals</th>
<th>[ Weight: 26% ]</th>
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</table>
| Read/View: | • Unit VIII Study Guide  
             • Chapter 15: Leadership and Management Behavior in Multinational Companies |               |
| Discuss:  | • Unit VIII Discussion Board                       | 2%            |
| Submit:   | • Unit VIII Assessment  
             • Unit VIII Research Report                        | 4%  
          |                                                   | 20% |