Instructor: Professor Tomasz Kolodziejak
Office Location: BT 557
Telephone: (408) 924-6800 but prefer email
Email: tomasz.kolodziejak@sjsu.edu
Office Hours: M/W 10:00 – 10:30 and by appointment
Class Days/Time: M/W 10:30 – 11:45
Classroom: BBC 323
Prerequisites: COMM 100W or ENGL 100WB or LLD 100WB, BUS 187 or instructor consent.
Faculty Website: www.sjsu.edu/people/tomasz.kolodziejak

Course Description
Management functions and practices in an international context; comparison of management and business practices from various political and cultural perspectives; emphasis on what managers need to be aware of in order to perform in the international environment.

This course provides a comprehensive foundation for understanding, managing, and successfully interacting in today’s complex, multinational and multicultural organizations. You will gain 1) an understanding of the key issues and challenges facing multinational enterprises in the management of their cross-border operations, particularly those of an intercultural nature; 2) insights into the historical, institutional, and cultural factors influencing management practices around the globe; and 3) an enhanced ability to work effectively with people from various cultures. The course provides in-depth country comparisons and offers skills for successfully working overseas. The course is designed with lectures, case analyses, experiential exercises, video film discussions, and possible guest speakers. The course covers a range of learning opportunities, including lectures, cases, video film discussions, group projects, and experiential exercises.
Learning Outcomes

As a result of successful participation in the course, and assessed by completion of an in-depth country project, students will achieve the following learning outcomes.

Course Learning Outcomes (CLO)

CLO1 Demonstrate knowledge of the influence of culture on management practices around the world and the implications of these on strategy and operations;

CLO2 Apply concepts of international management to effectively work in and lead a multicultural team of students;

CLO3 Demonstrate in-depth country expertise relevant to international management;

CLO4 Develop an essay that showcases research, analytical, and writing skills relevant to international management.

Required Text / Readings

Textbook


Other Readings

Academic journal articles, news articles, and other readings will be assigned during the course. See Canvas.

Course Requirements and Assignments

**Participation:** (10%)  
Your presence and active participation in class is important. Participation includes evidence of thorough prior preparation of course materials, engaging in discussion, exercises, etc. Absence from class sessions not only hinders your acquisition of the material and learning, but also deprives the remaining students of your contribution. Please email me before class if you cannot attend due to unavoidable reasons (illness, accident). If class is missed, please get notes from your classmates. You are responsible for class material and announcements made in class. Showing respect for the learning environment counts heavily towards the participation grade. See classroom protocol.

**Reflection Statement (05%)**  
Near the end of term, you will be asked to write a brief reflection statement that summarizes the key lessons, insights and skills that you have learned in the course with regard to managing in multicultural contexts. See Canvas for instructions.
**Midterm (45%)**
Midterm exam will be comprised of multiple-choice. Bring SCANTRON No. 886-E for both exams.

**Final (45%)**
Final exam (45% of the final grade) will be comprised of multiple-choice. Bring SCANTRON No. 886-E for both exams.

Exams are closed notes and closed book. Please be aware that you are responsible for all assigned text material, whether or not covered in class, as well as material covered in class such as exercises, discussions, videos and other assigned readings.

**Study guide materials.** End of chapter questions make a good study guide, since they are the basis of class discussion topics. Also, the lecture slides are available on Canvas, and will be useful for review.

**There are no make-up exams.** In the event of a serious emergency or documented illness, a make-up exam may be considered in the form of a long (15 page) essay. Exam results will be posted on Canvas. Please note that exam grades will not be communicated by email or phone.

**Extra Credit: (05%)**

Your task is to find and interview an expatriate/repatriate manager, that is, a business person who has worked overseas in a management capacity. The person can be of any nationality, though s/he must have lived and worked in a country other than their own for at least a year. The purpose of this assignment is to provide you with greater exposure to the issues experienced by international managers as they transition across national borders. The interview guidelines will be posted on Canvas.
Grading Policy

Grading Scale

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>97 – 100</td>
</tr>
<tr>
<td>A</td>
<td>94 – 96</td>
</tr>
<tr>
<td>A-</td>
<td>90 – 93</td>
</tr>
<tr>
<td>B+</td>
<td>87 – 89</td>
</tr>
<tr>
<td>B</td>
<td>84 – 86</td>
</tr>
<tr>
<td>B-</td>
<td>80 – 83</td>
</tr>
<tr>
<td>C+</td>
<td>77 – 79</td>
</tr>
<tr>
<td>C</td>
<td>74 – 76</td>
</tr>
<tr>
<td>C-</td>
<td>70 – 73</td>
</tr>
<tr>
<td>D+</td>
<td>67 – 69</td>
</tr>
<tr>
<td>D</td>
<td>64 – 66</td>
</tr>
<tr>
<td>D-</td>
<td>60 – 63</td>
</tr>
<tr>
<td>F</td>
<td>below 60</td>
</tr>
</tbody>
</table>

Basis for Final Grade

<table>
<thead>
<tr>
<th>Performance Categories</th>
<th>% of Final Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Midterm</td>
<td>45%</td>
</tr>
<tr>
<td>Final</td>
<td>45%</td>
</tr>
<tr>
<td>Extra Credit</td>
<td>05%</td>
</tr>
</tbody>
</table>

Classroom Protocol

All students are expected to display professionalism, in preparation for the business world. That means arriving on time, remaining quiet when others are speaking, and paying attention to whoever has the floor in the classroom. Please turn off your cell phones, and refrain from activities that disrupt the class (such as eating and walking in and out of the room while class is in session). If you use a computer in class, please use it only to take notes, to access course materials from the course webpage, or to locate information relevant to the class discussion. Do not use your computer to surf the web, check emails, or send/receive text messages, as these activities are distracting to those around you (and decrease your chances of getting the most out of your time in class).

University Policies

General Expectations, Rights and Responsibilities of the Student

As members of the academic community, students accept both the rights and responsibilities incumbent upon all members of the institution. Students are encouraged to familiarize themselves with SJSU’s policies and practices pertaining to the procedures to follow if and when questions or concerns about a class arises. See University Policy S90-5 at http://www.sjsu.edu/senate/docs/S90-5.pdf. More detailed information on a variety of related topics is available in the SJSU catalog, at http://info.sjsu.edu/web-dbgen/narr/catalog/rec-12234.12506.html. In general, it is recommended that students begin by seeking clarification or discussing concerns with their instructor. If such conversation is not possible, or if it does not serve to address the issue, it is recommended that the student contact the Department Chair as a next step.

Dropping and Adding

Students are responsible for understanding the policies and procedures about add/drop, grade forgiveness, etc. Refer to the current semester’s Catalog Policies section at
http://info.sjsu.edu/static/catalog/policies.html. Add/drop deadlines can be found on the current academic year calendars document on the Academic Calendars webpage at http://www.sjsu.edu/provost/services/academic_calendars/. The Late Drop Policy is available at http://www.sjsu.edu/aars/policies/lateternals/policy/. Students should be aware of the current deadlines and penalties for dropping classes. Information about the latest changes and news is available at the Advising Hub at http://www.sjsu.edu/advising/.

Consent for Recording of Class and Public Sharing of Instructor Material

University Policy S12-7, http://www.sjsu.edu/senate/docs/S12-7.pdf, requires students to obtain instructor’s permission to record the course and the following items to be included in the syllabus:

- “Common courtesy and professional behavior dictate that you notify someone when you are recording him/her. You must obtain the instructor’s permission to make audio or video recordings in this class. Such permission allows the recordings to be used for your private, study purposes only. The recordings are the intellectual property of the instructor; you have not been given any rights to reproduce or distribute the material.”
  - It is suggested that the greensheet include the instructor’s process for granting permission, whether in writing or orally and whether for the whole semester or on a class by class basis.
  - In classes where active participation of students or guests may be on the recording, permission of those students or guests should be obtained as well.
- “Course material developed by the instructor is the intellectual property of the instructor and cannot be shared publicly without his/her approval. You may not publicly share or upload instructor generated material for this course such as exam questions, lecture notes, or homework solutions without instructor consent.”

Academic Integrity

Your own commitment to learning, as evidenced by your enrollment at San Jose State University. The University Academic Integrity Policy S07-2 at http://www.sjsu.edu/senate/docs/S07-2.pdf requires you to be honest in all your academic course work. Faculty members are required to report all infractions to the office of Student Conduct and Ethical Development. The Student Conduct and Ethical Development website is available at http://www.sjsu.edu/studentconduct/.

Campus Policy in Compliance with the American Disabilities Act

If you need course adaptations or accommodations because of a disability, or if you need to make special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. Presidential Directive 97-03 at http://www.sjsu.edu/president/docs/directives/PD_1997-03.pdf requires that students with disabilities requesting accommodations must register with the Accessible Education Center (AEC) at http://www.sjsu.edu/aec to establish a record of their disability.
Addendum:

Mission and Program Learning Goals

<table>
<thead>
<tr>
<th>LCoB Mission Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are the <em>institution of opportunity</em> in <em>Silicon Valley</em>, educating future leaders through <em>experiential learning</em> and character development in a <em>global business community</em> and by conducting <em>research</em> that contributes to business theory, practice and education.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BSBA Program Learning Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Business Knowledge</strong></td>
</tr>
<tr>
<td><strong>2. Communication</strong></td>
</tr>
<tr>
<td><strong>3. Ethical Awareness</strong></td>
</tr>
<tr>
<td><strong>4. Leadership Diversity &amp; Teams</strong></td>
</tr>
<tr>
<td><strong>5. Critical Thinking</strong></td>
</tr>
<tr>
<td><strong>6. Innovation</strong></td>
</tr>
</tbody>
</table>
# Bus 162/ International & Comparative Management
## Spring 2016 Course Schedule

The schedule is subject to change with fair notice given.

<table>
<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Topic/Activity</th>
<th>Readings/Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Feb 01</td>
<td>Introduction to the Course</td>
<td>LD, Ch 1</td>
</tr>
<tr>
<td></td>
<td>Feb 03</td>
<td>International &amp; Comparative Management</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Feb 08</td>
<td>Global Management Environment</td>
<td>LD, Ch 2 &amp; Reading ‘The big data dump’</td>
</tr>
<tr>
<td></td>
<td>Feb 10</td>
<td>Global Security &amp; Political Risk</td>
<td>LD, Ch 10</td>
</tr>
<tr>
<td>3</td>
<td>Feb 15</td>
<td>Ethics, Social Responsibility, Sustainability</td>
<td>LD, Ch 3 &amp; Reading: ‘Bulldozing Moral Rubble’</td>
</tr>
<tr>
<td></td>
<td>Feb 17</td>
<td>Ethical Dilemmas in International Management</td>
<td>Readings: Foreign Corrupt Practices Act;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>‘Getting Medicine to Bosnia’</td>
</tr>
<tr>
<td>4</td>
<td>Feb 22</td>
<td>Research at the Library</td>
<td>Class will be held in MLK Room 213 (2F)</td>
</tr>
<tr>
<td></td>
<td>Feb 24</td>
<td>Meaning &amp; Dimensions of Culture</td>
<td>LD, Ch 4; Case: Euro Disneyland (p 229)</td>
</tr>
<tr>
<td>5</td>
<td>Feb 29</td>
<td>Cultural Clusters Convergence-Divergence Debate</td>
<td>LD, Chs 4,5 &amp; A Jumping Off Place (p 125)</td>
</tr>
<tr>
<td></td>
<td>Mar 02</td>
<td></td>
<td>Reading: Ralston et al.</td>
</tr>
<tr>
<td>6</td>
<td>Mar 07</td>
<td>Simulation: BARNGA Culture, Teams and the Organization</td>
<td>Video: Toughest Job You’ll Ever Love</td>
</tr>
<tr>
<td></td>
<td>Mar 09</td>
<td></td>
<td>LD, Ch 6; Video: ‘Cirque du Soleil’</td>
</tr>
<tr>
<td>7</td>
<td>Mar 14</td>
<td>Guest speaker from the Embassy of Poland Midterm Review</td>
<td>“Transatlantic Trade” lecture by Minister Counselor at the Trade &amp; Investment Section</td>
</tr>
<tr>
<td></td>
<td>Mar 16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Mar 21</td>
<td>Midterm Exam</td>
<td>Midterm Exam Mar 16; bring SCANTRON 886-E</td>
</tr>
<tr>
<td></td>
<td>Mar 23</td>
<td>Communicating across Cultures</td>
<td>LD, Ch 7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Simulation: ‘Cross-cultural chatter’</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Mar 28</td>
<td>SPRING BREAK (Mar 28 – Apr 1)</td>
<td>Enjoy!</td>
</tr>
<tr>
<td></td>
<td>Mar 30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Apr 04</td>
<td>Negotiating across Cultures</td>
<td>LD, Ch 7; Readings on negotiation styles</td>
</tr>
<tr>
<td></td>
<td>Apr 06</td>
<td>Negotiation Role Play</td>
<td>Video: ‘Manager’s Hot Seat: Mustang Jeans’</td>
</tr>
<tr>
<td>11</td>
<td>Apr 11</td>
<td>Managing Conflict across Cultures</td>
<td>Read case: ‘The Hit and Run Driver.’</td>
</tr>
<tr>
<td></td>
<td>Apr 13</td>
<td>Case discussion and role play</td>
<td>Extra Credit Assignment, Due Apr 11 at 5:00p</td>
</tr>
<tr>
<td>12</td>
<td>Apr 18</td>
<td>Culture, Strategy and Structure</td>
<td>LD, Chs 8, 9 (pp 298-303); Reading: Maltby</td>
</tr>
<tr>
<td></td>
<td>Apr 20</td>
<td>Decision Making across Cultures</td>
<td>LD, Ch 11</td>
</tr>
<tr>
<td>13</td>
<td>Apr 25</td>
<td>Leading across Cultures</td>
<td>LD, Ch 12; 13</td>
</tr>
<tr>
<td></td>
<td>Apr 27</td>
<td>Motivation across Cultures</td>
<td>Final Project Paper, Due Apr 25 at 5:00p</td>
</tr>
<tr>
<td>14</td>
<td>May 02</td>
<td>The Meaning of Work across Cultures</td>
<td>Video: ‘Stress in Japan’</td>
</tr>
<tr>
<td></td>
<td>May 04</td>
<td>Guest speaker from SanDisk</td>
<td>&quot;Responsive supply chains&quot; Senior Manager, Supply Chain Optimization at SanDisk</td>
</tr>
<tr>
<td>15</td>
<td>May 09</td>
<td>Final Exam Review</td>
<td>Ch 1-7</td>
</tr>
<tr>
<td></td>
<td>May 11</td>
<td>Final Exam Review</td>
<td>Ch 8-13</td>
</tr>
<tr>
<td>16</td>
<td>May 16</td>
<td>Last Day of Instructions</td>
<td>Reflection Statement, Due May 09 at 5:00p</td>
</tr>
<tr>
<td>Final Exam</td>
<td>May 24</td>
<td>Tuesday, 09:45 – 12:00</td>
<td>Final Exam Bring SCANTRON 886-E You made it!</td>
</tr>
</tbody>
</table>

I look forward to seeing you in class, and to a challenging and fun semester!