

**ADMS 3020A – Fall 2013****Canadian Business Culture and Management Skills**

**Course Director:** Ron Alexandrowich

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**Course website:**

**Class Time:** Monday 7-10pm

**Location:** VH 1005

**Office Hours:** I do not have office hours. Please see me in class or email me.

**COURSE DESCRIPTION**

This course provides an overview of the Canadian business environment and focuses on the development of management skills for Internationally Educated Professionals (IEP). Theoretical instruction is combined with case analyses, interactive and team-based exercises, as well as oral and written assignments to develop a comprehensive understanding of the course material.

Topics covered include current issues in Canadian business, problem-solving, communication, motivation, conflict resolution, teamwork, and leadership.

**COURSE OBJECTIVES**

Internationally Educated Professionals (IEP) have skills in specific technical areas but often require additional training in order to adapt to the business and professional environment in Canada. This course provides students with the necessary foundation skills needed to succeed in the specialized skills portion of the Bridging program, as well as to successfully integrate their professional environment in Canada. The course provides the requisite content knowledge as well as the key competences (i.e. analytical and both oral and written communication skills, and the ability to work with peers) that students need to succeed academically and professionally. The course exposes students to core theoretical content in addition to emphasizing the particular aspects of the Canadian context as well as the practical nature of developing management skills for IEPs.

**REQUIRED TEXT**

Whetten, D.A., & Cameron, K.S. (2010). *Developing Management Skills* (8th Ed.). Pearson - Prentice Hall.

**PREREQUISITE**

Bridging Program English Language and Math prep course (or equivalent) AP/ADMS 3020

## EVALUATION

1. Midterm Individual Assignment - 25%
2. Group Project and Presentation - 40% (weeks 7 and 8)
  - Presentation – 25%
  - Written Project – 15%
3. Participation in Class Discussions and Exercises - 15%
4. Final Examination - 20% (in class – week 12)

### **Midterm Assignment (25%):**

A critical skill for business professionals in all fields is the ability to communicate effectively in writing on a variety of topics in a cogent and easily understandable way, even by those who may not be familiar with the topic.

*Students will work individually on a written assignment where they will compare and contrast Canadian management practices with those of an international context that they have experience with.*

Building on the learning from the self-assessments and class discussions, this reflexive writing exercise can focus on either:

- How a specific managerial issue encountered in a foreign country can be informed by Canadian business practices
- How a specific Canadian business issue can be informed by different management practices from a foreign context
- How their management or leadership style has changed since coming to Canada
- How the Hofstede or Trompenaars cultural value dimensions can be applied to a different cultural context they have experience with and how it compares to the Canadian context

The objective is to reflect in a personal manner on how an Internationally Educated Professional perceives differences in certain management practices and what they can learn from them in order to improve their management skills.

Students should ideally focus on one of the management skills from the course to compare and contrast the Canadian cultural context with another country.

The paper will be evaluated on the quality of the writing, the analysis and the insight. The written assignment is limited to six (6) double-spaced pages (12 pt. font and 1.25" margins). Assignments handed in past their due date will be assessed a penalty of (5%) per day late.

### **Group Project (40%)**

#### **Written Report - 15%**

#### **Presentation - 25%**

The ability to present complex material in a clear and effective manner is a skill from which you will benefit greatly. Throughout your career you will likely be required to make presentations, both individually and as part of a group. For this assignment, students will form groups of at least four and no more than six members.

**Each group will be required to make a 30 minute presentation (20 minutes + 10 minutes for Q&A) on a consulting project for a real organization on a specific management issue or problem relevant to the organization.**

The project should focus on one of the management skills covered in the course e.g. problem solving, communication, motivation... The group should use information gained from interviewing manager(s) and from recent business press articles to formulate the organization's issue. At least one interviewee must not be a member of the class. The presentation (and accompanying report) should use the theoretical model(s) from the course to formulate recommendations and derive conclusions concerning the specific issue. Students may also incorporate insights from their cross-cultural analysis in the midterm assignment to explain how they might inform the organization's problem or potential solutions. Thus, the group is responsible for both the formulation and resolution of a typical problem in contemporary organizations.

**The presentation should cover the background of the organization, the issue, the relevant model(s) used for analysis, the proposed solution and implementation plan, and a question-and answer period.**

The project's final grade will be derived from instructor evaluation. Each member of the group must speak an equivalent amount.

## **Written Report**

Your **group paper** should be 12 - 15 pages, excluding the bibliography (Arial or Times New Roman, 12 pitch, with 1" margins; double-spaced). Your paper will use the following chapter guidelines.

Chapter One: - Introduce the management issue faced by the organization.

Chapter Two: Explain why the issue is of importance to the practice of management within the organization you researched. Identify the major stakeholders within the organization and how they are affected.

Chapter Three – Recommendations - Provide your solution(s), tool(s), to resolve these problems.

Chapter Four – Discussion, and Implications for 1) practice, 2) theory, and 3) further research. Also, include a ½ page conclusion.

There are multiple sources of information: the news/press, journals, managers and employees, your own experiences, academic and non-academic journals. You must include a bibliography of articles cited, using the APA style. Your paper will be judged on style (grammar, etc.) and content (the extent and quality of your research, analysis, and recommendations).

## **Final Examination (20%):**

The final exam will take place during the twelfth and final class of the term. It will consist of two case analysis questions that will require the application of the theoretical principles and management skills from the course to a specific business case. The exam will be two hours long and open book. In the case of illness (accompanied by a doctor's note) or exceptional extenuating circumstances preventing students from writing the exam at the scheduled date and time, the instructor and office should be notified immediately.

## **Class Participation (15%):**

As a business professional and manager, you will be required to be an effective and frequent contributor to group discussions and meetings and class discussions serve as an excellent means to practice this important skill. In addition, everyone in the class should have the opportunity to share their thoughts, questions and concerns about to the material or their own experiences.

Regular attendance and participation are important to your successful completion of this course. You should complete the assigned readings and any assignments prior to each class and should be prepared to discuss key questions and cases. You are encouraged to prepare for class with

your colleagues to discuss relevant readings and cases. However each member of the class should be fully conversant in the material and is expected to participate in class.

More specifically, participation grades will be based on students' ability and willingness to:

- Volunteer responses that are both *informative and relevant* to open questions posed by the instructor
- Interact with and question other students and the instructor in a constructive manner during class discussions
- Provide and substantiate their opinions and comments when called upon by the instructor

## **STANDARDS OF PERFORMANCE**

It is expected that the student will attend every class on time and stay for the entire session. It is expected that the student will have completed the assigned readings and other preparation prior to class so that the student can be actively involved in class exercises and discussions.

## **CLASS SCHEDULE**

*Please note that this schedule is subject to change. In addition to the textbook readings, any supplementary articles assigned by the instructor will be posted on the web site or handed out in class.*

<b>Date of class</b>	<b>Topic</b>	<b>Chapter</b>	<b>Other Readings</b>	<b>Deliverable(s)</b>
Sept 9 2013	Introduction to course and requirements.  Icebreakers/Group Formation			Group Formation
16	Introduction to Canadian Business  Self-awareness and Management Skills	Ch. 1	2011 IEP Research Study  Best Canadian Brands 2012  Why Canadian Brands Lose Their Accents	Self-Awareness exercise
23	Managing Stress/Solving Problems Analytically and Creatively	Ch. 2-3	Canadian Innovation  Immigrants Drive Innovation  Foreign Ideas = Profits	Life Balance Analysis –p.156
30	Communication /Power and Influence Coaching	Ch. 4-5	RBC Diversity  Steam Whistle	Diagnostic Survey p.234
Oct 7	Motivation/	Ch. 6		Class to catch up on previous articles and chapters
14	No class	No class	No class	No class
21	Conflict Resolution	Ch. 7	Diagnostic Survey p.374	Individual Assignment due
28	Group Presentations	Group Presentations	Group Presentations	Group Presentations
Nov 4	Group Presentations	Group Presentations	Group Presentations	Group Presentations
11	Empowering, Delegating/Building Teams	Chapters 8-9	Switzerland G & M  Diagnostic Survey p.490	
18	Leading Positive Change	Chapter 10	NAFTA @ 25 years	
25	Oral/Written/interviews/Meetings and review	Part IV		
Dec 2	Final Exam (in class)	Final Exam	Final Exam	Final Exam