



MBA

**IBUS 5716: Management of International Business
Fall 1- 2014, Thursdays 11:30am-2:30pm**

Instructor: Luciara Nardon

Office: 926 Dunton Tower

Phone: 1802

Email: luciara.nardon@carleton.ca

Office Hours: Mondays 2:30-3:30pm or by appointment

Course Description: In an increasingly competitive global business environment, managers must be prepared to manage across national and cultural boundaries. Managers are required to work effectively with people and organizations from various cultural backgrounds, and design and implement procedures, processes and programs that are accepted across the multiple cultural groups within an organization. Among others, managers need to communicate, motivate, lead, and negotiate across cultures.

The problems facing international managers do not present themselves readily labeled for solution – they are messy, indeterminate situations of uncertainty, instability, uniqueness and value conflict. This course will prepare students to deal with such ambiguous and dynamic intercultural and multicultural situations by focusing on the role of managers in shaping intercultural interactions within and across organizations.

Learning Objectives: At the end of this course participants should:

1. Recognize the unique challenges of cross-cultural management and develop a personal development plan to prepare for these challenges.
2. Understand their role in shaping cross-cultural interactions and identify behavioural mechanisms to facilitate cross-cultural understanding.
3. Understand the role of culture on management practice and develop the skills to create and manage culture.
4. Articulate managerial perspectives that are supportive of corporate goals and are acceptable to multiple cultural groups within the organization.

Course Prerequisites: IBUS 5701

Readings and cases:

Readings will be made available through the library e-reserve system and culearn. Cases are available through study.net.

Drop Course Policy:

You may drop this course up until the END of the second week of classes. Students that drop a class in the third week will receive a WDN but will automatically have the grade changed to ABS. A grade of ABS is considered a failing grade. Students with relevant medical issues and supporting documentation may petition the School to have the ABS grade changed back to WDN.

Grading Scheme:

Assignment	Grade %
Class preparation and participation	15%
Personal Learning Project	20%
Final Exam	35%
Group Project	30%
Total	100%

Preparation and participation:

Class attendance, preparation and participation are an important part of your grade. This includes arriving on time for all classes, having read all assigned materials, and being fully prepared to participate in class activities and discussions. Students are expected to do extensive preparation (typically not less than two hours) as well as being alert and willing to participate. Preparation and participation grades will range from 0 to 15 points, depending upon performance, with highest scores reserved for exemplary behavior, not simple attendance. Students are required to submit their case preparation notes in CUlearn by 8am of the day the case will be discussed. For more details on how to prepare for case discussions, see case preparation guidelines on culearn.

Personal learning project:

International managers are NOT created in six-weeks. Rather, the development of intercultural competence, or the skills to work effectively across cultures, should be a lifelong goal and require major work and commitment. The basic premise guiding the development of this course is that intercultural competence is only developed through self-reflection on experience and information and thus students must take responsibility for their own learning. The goal of this course is to make you aware of the skills you require and help you identify a learning path that makes sense to you. Thus, your term project will be developed based on your personal learning plan in consultation with the instructor. More details will be provided in class and on culearn. The final submission is due the last day of the exam period.

Final exam date:

The final exam is open book, in class, and will be based on a case to be provided a day prior to the exam.

Group Project:

As part of the experience of this course, students will work on heterogeneous teams towards a class presentation on a cross-cultural topic. The focus of this project is not only content, but also process. That is, you will simultaneously learn more about a subject matter and practice your intercultural competence. Details will be provided in class and on culearn.

Missed assignments and deferred examination:

Weekly assignments are an important component of the learning. It is important that assignments are submitted on time. Deferred assignments may be granted when the absence is supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Deferred assignments are not granted for students who have made travel arrangements that conflict with class schedule.

Deferred Final Examination:

Students unable to write a final examination because of illness or other circumstances beyond their control must contact the instructor and the MBA office in writing to request a deferred exam. Permission may be granted when the absence is supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Deferred exams are not granted for students who have made travel arrangements that conflict with examination schedule.

Course Schedule:

Week	Date	Topic/Agenda	Case	Readings and Cases	Assignments Due
1	Sep-04	Introduction to Management of International Business	Building cross-cultural leadership competence: an interview with Carlos Ghosn	Nardon, et al. Developing Multicultural Competence.	Case Preparation
2	Sep-11	Culture, context and management	Silvio Napoli at Schindler India	Caligiuri, P. Developing culturally agile global business leader. Alter, A. When in Chinatown, you really do think more Chinese. Nardon, L., Steers, R. Managing cross-cultural encounters: Putting things in context.	Case Preparation Learning plan
3	Sep-18	Managing multinational organizations	Merck Sharp & Dohme Argentina	Sorensen, J. Note of Organizational Culture Hong & Doz, L'Oreal Masters Multiculturalism	Case Preparation Learning plan revisions (if required)
4	Sep-25	Managing multicultural teams	Johannes Linden: Managing the Global Executive Committee	HBS, A note on team process DiStefano & Maznevski. Creating value with diverse teams in global management.	Case Preparation
5	Oct-02	Managing intercultural work relationships	Wendy Peterson	HBS, Building effective one-on-one work relationships. Nardon & Steers. Learning Cultures on the Fly	Case Preparation Mid-term learning report <i>Group Presentations</i>
6	Oct-09	Managing yourself Class conclusion		HBR, Developing your global know-how. Drucker, P. Managing oneself.	Case Preparation <i>Group Presentations</i>
Final Exam	Oct-17				Final Exam Personal Learning Project

Policy on Mobile Devices

The use of mobile devices IS NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry such a device to class, please make sure it is turned off. If an emergency situation requires you to keep it turned on, please discuss this with your instructor prior to class.

Group Work

The Spratt School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your instructor may assign one or more group tasks/assignments/projects in this course.

Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Person with Disabilities

Students with disabilities requiring academic accommodations in this course are encouraged to contact a co-ordinator at the Paul Menton Centre for Students with Disabilities to complete the necessary letters of accommodation. After registering with the PMC, make an appointment to meet and discuss your needs with me at least two weeks prior to the first in-class test or ITV midterm exam. This is necessary in order to ensure sufficient time to make the necessary arrangements. Please refer to <http://www.carleton.ca/pmc/> for all PMC information.

Religious Observance

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

Pregnancy

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete *a letter of accommodation*. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic

event in which it is anticipated the accommodation will be required.

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

Important dates and deadlines

Fall 2014

June 24	Carleton Central opens at 8:30 a.m. for registration for graduate students, including Graduate Exchanges and Joint Programs (see Timeticket schedule).
Sept. 1	Statutory holiday, University closed.
Sept. 3	MBA Networking Workshop followed by Wine and Cheese (evening).
Sept. 4	MBA F1 classes begin. Follows Monday Schedule
Sept. 5	Mandatory MBA Skills Workshops (Day 1).
Sept. 6	Mandatory MBA Skills Workshops (Day 2).
Oct. 13	Statutory holiday, University closed.
Oct. 17	MBA F1 classes end.
Oct. 20-24	MBA F1 Exam and final project week. No regularly scheduled MBA classes with the exception of INAF/PADM classes.
Oct. 27-31	Fall break, no classes.
Nov. 3	MBA F2 classes begin.
Dec. 11	MBA F2 and F1/F2 classes end.
Dec. 15-19	MBA F2 and F1/F2 Exam and final project week.
Dec. 25-Jan. 5	University closed.