IBUS 5716
Management of International Business
Summer 2015

Instructor: Dr. Alia El Banna
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Email: alia.elbanna@carleton.ca
Class meets: Thursdays 6:05 pm - 8:55 pm
Office hours: Thursdays 4:15 pm - 5:30 pm or by appointment

Course Description:

Operating organizations across national and cultural boundaries adds complexity to the tasks that confront managers and requires specific skills. 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. Topics discussed include motivation, leadership, communication and negotiation in a cross-cultural context as well as the pervasive effects of culture on interactions within and across firms.

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 the Harvard Business Press. You may access this link to go to our course pack https://cb.hbsp.harvard.edu/cbmp/access/36686058

Drop Course Policy:
The deadline for academic withdrawal is the last day of classes (each term).

Grading Scheme*:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Grade %</th>
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<tbody>
<tr>
<td>Class preparation and participation</td>
<td>20%</td>
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<tr>
<td>Personal Learning Project</td>
<td>20%</td>
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<tr>
<td>Final Exam</td>
<td>30%</td>
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<tr>
<td>Group Project (Write-up + Presentation and group-led class discussion)</td>
<td>30%</td>
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<tr>
<td>Total</td>
<td>100%</td>
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*The above evaluation plan may have to be changed if changing class conditions so warrant.

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 20 points, depending upon performance, with highest scores reserved for exemplary behavior, not simple attendance. Students are required to submit a one-page single-spaced 12 pt. font case preparation notes at the beginning of the class the day the case will be discussed. See sample case preparation questions 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:
The final exam is a take-home and will be based on a case to be provided prior to the exam. Details will be further discussed in class.

Group Project:
As part of the experience of this course, students will work on teams (team size to be determined based on class size) 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:

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic/Agenda</th>
<th>Case</th>
<th>Readings and Cases</th>
<th>Assignments Due</th>
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<tbody>
<tr>
<td>2</td>
<td>May-14</td>
<td>Culture, context and management</td>
<td>Silvio Napoli at Schindler India</td>
<td>Caligiuri,P. Developing culturally agile global business leader.</td>
<td>Case Preparation</td>
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<td>Alter, A. When in Chinatown, you really do think more Chinese.</td>
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<td>3</td>
<td>May-21</td>
<td>Managing multinational organizations</td>
<td>Merck Sharp &amp; Dohme Argentina</td>
<td>Sorensen, J. Note of Organizational Culture</td>
<td>Case Preparation</td>
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<td>Hong &amp; Doz, L’Oreal Masters Multiculturalism</td>
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<td>4</td>
<td>May-28</td>
<td>Managing multicultural teams</td>
<td>Johannes Linden: Managing the Global Executive Committee</td>
<td>HBS, A note on team process</td>
<td>Case Preparation</td>
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<td>DiStefano &amp; Maznevski. Creating value with diverse teams in global management.</td>
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<td>5</td>
<td>June-04</td>
<td>Managing intercultural work relationships</td>
<td>Wendy Peterson</td>
<td>HBS, Building effective one-on-one work relationships.</td>
<td>Case Preparation</td>
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<td>Nardon &amp; Steers. Learning Cultures on the Fly</td>
<td>Reflection on PLP</td>
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<td>Group Presentations</td>
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<td>6</td>
<td>June-11</td>
<td>Managing yourself Class conclusion</td>
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<td>HBR, Developing your global know-how.</td>
<td>Group Presentations</td>
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<td>Drucker, P. Managing oneself.</td>
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<td>Final Exam</td>
<td>June-18</td>
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<td>Final Exam</td>
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<td>Final PLP</td>
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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 Sprott 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 Summer 2015

Graduate, Undergraduate and Special Students

Sessions:
• **Early Summer**: May 4, 2015 to June 16, 2015
• **Late Summer**: July 2, 2015 to August 14, 2015
• **Full Summer**: May 4, 2015 to August 14, 2015

March 1
Last day for receipt of applications for admission to an undergraduate degree program for the summer term.

March 24
**Last day to pay any remaining balance on your Student Account** to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents. An account balance may delay Summer 2015 course selection.

March 25
**Carleton Central opens at 8:30 a.m. for registration** for Carleton University degree students (graduate and undergraduate). Check your timeticket [here](#).

March 26
Registration for Carleton Special (non-degree) students begins at 8:30 a.m.
April 8
Registration for University of Ottawa undergraduate students begins. Registration opens at 8:30 a.m.

May 1
Last day for receipt of applications for undergraduate degree program transfers for the summer term.

**Date to be confirmed by Business Office**
Deadline for fee payment or assignment of funding to ensure payment is processed to your account without incurring a late charge. Payment of fees is due by the posted deadlines.

May 4
Full summer and early summer courses begin.

May 11
Last day for registration and course changes for early summer courses.

May 15
Last day for registration and course changes for full summer courses.
Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Spring 2015 and must register for the Summer 2015 academic term.

May 18
Statutory holiday, University closed. No CUOL course broadcast.

May 22
Last day for a full fee adjustment when withdrawing from early and full summer courses (financial withdrawal).

June 5
Last day to submit to the Paul Menton Centre for Students with Disabilities, formal Examination Accommodation Forms for June examinations

June 8-18
Fall/Winter and Winter term deferred final examinations will be held.

June 16
Last day of early summer classes (NOTE: Full summer classes resume July 2).
Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for courses that end on this day.
Last day for academic withdrawal from early summer courses.
Date to be confirmed by Business Office
Final Summer term payment deadline. Any balance owing on your student account will prevent access to registration for future terms. Holds will be placed on unpaid summer accounts, which will prevent access to marks and/or registration for the 2015-16 Fall/Winter course selection. Payment of fees is due by the posted deadlines.

June 19-25
Early summer examinations may be held. It may be necessary to schedule examinations during the day for classes held in the evening and vice versa. Examinations are normally held all seven days of the week.

July 1
Statutory holiday, University closed.

Date to be determined by Business Office
Late registration charges take effect at 12:00 a.m. (midnight) for students registering only in late summer courses (July-August courses). Payment of fees is due by the posted deadlines.

July 2
Late summer courses begin and Full summer courses resume.

July 9
Last day for registration and course changes for late summer courses.

July 23
Last day for a full fee adjustment when withdrawing from late Summer courses (financial withdrawal)

July 24
Last day to submit to the Paul Menton Centre, for Students with Disabilities, formal examination accommodation forms for August examinations.

August 1
Last day for graduate students to submit to their thesis supervisor an examination copy of their Master’s or PhD thesis for Fall graduation.

August 3
Civic holiday, University closed. No CUOL course broadcast

August 14
Classes follow a Monday schedule.
Last day of late and full summer term classes.
Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for courses that end on this day.
Last day for academic withdrawal from late summer and full summer courses and any other courses that end this term.
August 17-23
Final examinations in full and late summer courses may be held. It may be necessary to schedule examinations during the day for classes held in the evening and vice versa. Examinations are normally held all seven days of the week.

September 25-27
Summer term deferred final examinations will be held.

September 30
Last day for receipt of applications for appeal of final grades in summer term courses.