

**IBUS 5716: Management of International Business**  
**Fall 1- 2015, Tuesdays 11:30am-2:30pm**

Instructor: Luciara Nardon  
Office: 926 Dunton Tower  
Phone: 1802  
Email: [luciara.nardon@carleton.ca](mailto:luciara.nardon@carleton.ca)  
Office Hours: Mondays 2:00-3:00pm or by appointment

**Course calendar entry from 2015/2016 graduate calendar:**

Operating organizations across national and cultural boundaries adds complexity to the tasks that confront managers and requires specific skills. 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.

**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 intercultural interactions and identify behavioural mechanisms to facilitate 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 (see class link on culearn).

**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%
Individual Reflections	30%
Final Exam	40%
Group Project	15%
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 encouraged to submit their case preparation notes in CUlearn by 8am of the day the case will be discussed. See case preparation questions on culearn.

**Individual reflections:**

The basic premise guiding the development of this course is that intercultural competence is only developed through self-reflection on experience and information and that students must take responsibility for their own learning. Throughout the course students will be required to engage and reflect on intercultural experiences. More details will be provided in class and on culearn.

**Final exam date: October 20<sup>th</sup> 2015**

The final exam is open book, take home, 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 teams towards a class presentation on a cross-cultural topic. 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 Sharing Websites**

Student or professor materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

**Course Schedule:**

<b>Week</b>	<b>Date</b>	<b>Topic/Agenda</b>	<b>Case</b>	<b>Readings and Cases</b>	<b>Assignments Due</b>
1	Sep-08	Introduction to Management of International Business	Silvio Napoli at Schindler India	Caligiuri, P. Developing culturally agile global business leader.	Case Preparation
2	Sep-15	Intercultural learning	Building cross-cultural leadership competence: an interview with Carlos Ghosn	Nardon, L., Steers, R. Managing cross-cultural encounters: Putting things in context  Di Stefano, G. et al. Learning by Thinking: Overcoming the Bias for Action through Reflection (link <a href="#">here</a> )	<b>Group Presentation</b>
3	Sep-22	Managing multinational organizations	Merck Sharp & Dohme Argentina	Sorensen, J. Note of Organizational Culture  Hong & Doz, L'Oreal Masters Multiculturalism	Case Preparation
4	Sep-29	Managing multicultural teams	Team Conflict: The "Chatty" Accusation at the Customer Support Call Center	DiStefano & Maznevski. Creating value with diverse teams in global management.	Case Preparation  <b>Mid-term reflections</b>
5	Oct-06	Managing intercultural work relationships	Wendy Peterson	HBS, Building effective one-on-one work relationships.	Case Preparation
6	Oct-13	Managing yourself Class conclusion	Transitions Asia	Drucker, P. Managing oneself.	Case Preparation
	Oct-20	Final Exam	Available on Oct-19		Final Exam Term  Final Individual Reflections

## **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/>.

## Graduate, Undergraduate and Special Students

### Sessions:

- **Fall term: September 2, 2015 – December 7, 2015**
- **Winter term: January 6, 2016 – April 8, 2016**
- **Fall/winter: September 2, 2015 – April 8, 2016**

### May 25

The registration timetable planning tool is available for the 2015-2016 academic year. The Student Registration Assistance service becomes available to all students.

### June 4

Carleton Central opens at 8:30 a.m. for registration for new first year undergraduate students (see [Timeticket schedule](#) for your registration start time).

### June 22

Carleton Central opens at 8:30 a.m. for registration for returning students (see [Timeticket schedule](#)).

### August 7

Carleton Central opens at 8:30 a.m. for registration for Special Students (see [Timeticket schedule](#)).

### August 25

Payment deadline date for your entire student account. Click [here](#) for important payment information. [Late charges](#) may be applied to the student account any time after this date.

### August 29-30

Residence move in weekend. Students will be advised in July of their assigned move in date.

### August 31

Orientation for Teaching Assistants.

### September 1

Last day for receipt of applications from potential fall (November) graduates.

Academic orientation.

All students are expected to be on campus. Class and laboratory preparations,

departmental introductions for students and other academic preparation activities will be held.

**September 2**

Fall term begins.

Fall and fall/winter classes begin.

**September 4**

Classes follow a Monday schedule.

**September 7**

Statutory holiday. University closed.

**September 18**

Last day of registration for fall term and fall/winter courses.

Last day to change courses or sections (including auditing) for fall/winter and fall term 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 Fall 2015 and must register for the Fall 2015 term.

**September 25-27**

Summer deferred final examinations held.

**September 30**

Last day to withdraw from fall term and fall/winter courses with a full [fee adjustment](#).

Withdrawals after this date will create no financial change to Fall term fees (financial withdrawal).

**October 9**

December examination schedule (fall term final and fall/winter mid-terms) available online.

**October 12**

Statutory holiday. University closed.

**October 15**

Last day for receipt of applications for admission to an undergraduate degree program for the winter term from applicants whose documents originate from outside Canada or the United States.

**October 26-30**

Fall break. Classes are suspended.

**November 6**

Last day to submit Formal Examination Accommodation Forms to the Paul Menton Centre for Students with Disabilities for December examinations.

**November 15**

Last day for receipt of applications for admission to an undergraduate degree program for the winter term.

**November 24, 2015**

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of this Calendar).

**November 25**

**Final Payment Deadline.** Click [here](#) for important payment information. [Late charges](#) may be applied to the student account any time after this date.

**December 1**

Last day for receipt of applications from potential winter (February) graduates.

Last day to upload your Master's or PhD thesis for your thesis defence in order to graduate this winter.

**December 7**

Fall term ends.

Last day of fall-term classes.

Last day for academic withdrawal from fall term courses.

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 fall term courses.

Last day for receipt of applications for undergraduate degree program transfers for winter term.

Last day to pay any remaining [fall tuition fees](#) to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents.

**December 8**

No classes or examinations take place.

**December 9 – 21**

Final examinations in fall term courses and mid-term examinations in fall/winter courses may be held. Examinations are normally held all seven days of the week.

**December 15, 2015**

Fall Co-op Work Term Reports due.

**December 22, 2015**

All take home examinations are due.

**December 25 to January 3**

University closed