

**IBUS 5716 D: Management of International Business**  
**Fall 1- 2017, Tuesdays 11:35am-2:25pm**

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**Course calendar entry from 2016/2017 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:**

Required text: Nardon, L. *Working in a Multicultural World: A Guide to Developing Intercultural Competence*, University of Toronto Press – available through the bookstore. Additional readings and cases will be made available through the library e-reserve system accessible through Culearn.

**Drop Course Policy:**

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

**Grading Scheme:**

| Assignment                          | Grade % |
|-------------------------------------|---------|
| Class preparation and participation | 20%     |
| Individual Reflection               | 20%     |
| Group Project                       | 25%     |
| Final Exam                          | 35%     |
| Total                               | 100%    |

**Class preparation and participation:**

Class attendance, preparation and participation are an important part of the class experience. Students are expected to arrive on time for all classes, read all assigned materials, and being fully prepared to participate in class activities and discussions. Participation grades will range from 0 to 20 points, depending upon performance, with highest scores reserved for exemplary behavior. Simple attendance does not qualify as participation. Please see grading rubric on culearn.

**Individual reflections due October 1st**

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. A compilation of reflections is due at the end of the term. More details will be provided in class and on culearn.

**Final exam date: October 1st**

**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-12  | Introduction to Management of International Business     |  | Chapters 1 and 2   |  |
| 2           | Saturday<br>Sept-16 <sup>th</sup><br>10-1pm<br>DT 906 | The Global Manager: Managing multinational organizations | Language and Globalization: Englishnization at Rakuten                     | Neeley, T. And Kaplan, R.S. What's your language strategy?<br><br>Ernst & Chrobot-Mason, Flat World, Hard Boundaries: How to Lead Across Them<br><br>Chapter 3 and 4 |  |
| 3           | Saturday<br>Sept-16 <sup>th</sup><br>2-5pm<br>DT 906  | The Expatriate: Managing abroad                          | Silvio Napoli at Schindler India   | Teaching note: Managing expatriation   |  |
| 4           | Sept 19<br>11:30-2:30                                 | Managing multicultural teams                             | Team Conflict: The "Chatty" Accusation at the Customer Support Call Center | DiStefano & Maznevski. Creating value with diverse teams in global management.<br><br>Chapter 5 and 6  |  |
| 5           | Friday<br>Sep-22<br>11:30-2:30                        | Managing intercultural work relationships                | Wendy Peterson   | HBS, Building effective one-on-one work relationships.<br><br>Chapters 7 and 8   |  |
| 6           | Friday<br>Sep-22<br>3:30-6:30                         | Class conclusion: continuous learning                    |  | Drucker, P. Managing oneself.<br><br>Chapter 9   | <b>Group Presentations</b>                                   |
|             | October 1st   |  |  |  | <b>Final Individual Reflections</b><br><br><b>Final Exam</b> |

## **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://carleton.ca/studentaffairs/academic-integrity>.

## Important dates and deadlines

| MBA Program 2017-2018 Academic Year   |                          |                     |               |                     |
|---|--------------------------|---------------------|---------------|---------------------|
|   |                          |                     |               |                     |
| <b>MBA Skills Workshop:</b> Wednesday, September 6 to Friday, September 8, 2017 |                          |                     |               |                     |
|   |                          |                     |               |                     |
|   |                          |                     |               |                     |
| Term  | Activity                 | Start Date          | Make Up Class | End Date            |
| F1  | Classes                  | Mon. Sept. 11       | Fri. Oct. 13  | Fri. Oct. 20        |
| <b>Fall</b>   | <b>FALL BREAK WEEK</b>   | <b>Mon. Oct. 23</b> |               | <b>Fri. Oct. 27</b> |
| F1  | Exam Week                | Mon. Oct. 31        |               | Fri. Nov 3          |
| F2  | Classes                  | Mon. Nov. 6         |               | Fri. Dec. 15        |
| F2  | Exam Week                | Mon. Dec. 18        |               | Fri. Dec. 22        |
|   |                          |                     |               |                     |
| W1  | Classes                  | Mon. Jan. 8         |               | Fri. Feb. 16        |
| <b>Winter</b>   | <b>WINTER BREAK WEEK</b> | <b>Mon. Feb. 19</b> |               | <b>Fri. Feb. 23</b> |
| W1  | Exam Week                | Mon. Feb. 26        |               | Fri. Mar. 2         |
| W2  | Classes                  | Mon. Mar. 5         |               | Fri. Apr. 13        |
| W2  | Exam Week                | Mon. Apr. 16        |               | Fri. Apr. 20        |

### Notes:

- Exams and class schedules can vary for cross-listed courses and non-MBA courses in International Development Management and Business Analytics Concentrations and the Master in Economics - MBA Dual Degree.
- Make-up classes may be held on Fridays.

*last revision: April 28, 2017*