



**SAINT LOUIS
UNIVERSITY
MADRID**

Faculty of Business Administration and Economics

**IB 3160 CULTURAL DIFFERENCES IN INTERNATIONAL BUSINESS
SPRING 2018**

Professor: Dr. Laura Muro

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Classes: Monday, Wednesday 2:30-3:45 pm

Office hours: Monday 12:00-13:00, Fri 14:00-15:00 and by appointment.

Prerequisite: IB-2000

Credits: 3

Curriculum: Fulfills International Business Concentration Requirement

Course Description.

Our goal in International Business is to build our ability to identify the critical questions around the challenges managers in international organizations face. We begin a discussion of what a Global Manager encapsulates. Next we look at the individual and interpersonal sides of global management. The approach is based on a guided, informed discussion that will help you develop global organizational membership skills. These skills include discussion, learning from others, group work, self-monitoring, and identifying and seeking what you need to know.

Readings: The text for this course is Lane et al., International Management Behaviour: Global and Sustainable Leadership, 7th edition.

You also are responsible for regular reading in the international business press. I recommend the Financial Times for its comprehensive and well written coverage of global markets.

Course Objectives: Our objectives are to build an understanding of international management behaviour to a point where you can identify the questions critical to the area and develop their possible answers. The basic foundational knowledge necessary suggests that you be able to:

- Develop your cultural intelligence
- Describe the process of globalization and its potential impact on managers
- Suggest management approaches that reflect an understanding of how the external context influences international business
- Describe ethical challenges and issues of social responsibility that international managers may encounter

- Assess international management challenges via case studies and develop alternative solutions
- Develop writing and discussion skills via class writing and discussion leadership
- Build intellectual curiosity

Course Outline

This schedule is subject to change. Variations will be announced in class.

DATE	TOPIC
Wed, 10 Jan 18	Course Overview/Introduction. Chapter 1: The Global Manager.
Mon, 15 Jan 18	Chapter 1: The Global Manager.
Wed, 17 Jan 18	Chapter 2: Understanding Culture: Through the Looking Glass.
Mon, 22 Jan 18	Chapter 2: Understanding Culture: Through the Looking Glass.
Wed, 24 Jan 18	Chapter 2: Understanding Culture: Through the Looking Glass.
Mon, 29 Jan 18	Chapter 3: Interpersonal Skills for International Management: The MBI Model for High Performance.
Wed, 31 Jan 18	Chapter 3: Interpersonal Skills for International Management: The MBI Model for High Performance.
Mon, 5 Feb 18	Chapter 3: Interpersonal Skills for International Management: The MBI Model for High Performance.
Wed, 7 Feb 18	Chapter 4: Managing Global Teams and Networks.
Mon, 12 Feb 18	Chapter 4: Managing Global Teams and Networks.
Wed, 14 Feb 18	Chapter 4: Managing Global Teams and Networks.
Mon, 19 Feb 18	Chapter 5: Executing Global Strategy.
Wed, 21 Feb 18	FIRST MID-TERM TEST
Mon, 26 Feb 18	Chapter 5: Executing Global Strategy.
Wed, 28 Feb 18	Chapter 5: Executing Global Strategy.
Mon, 5 Mar 18	Chapter 6: Talent Management: Selecting and Developing Global Managers.
Wed, 7 Mar 18	Chapter 6: Talent Management: Selecting and Developing Global Managers.

Mon,12 Mar 18	Chapter 6: Talent Management: Selecting and Developing Global Managers.
Wed,14 Mar 18	Chapter 7: Managing Change in Global Organizations.
Mon, 19 Mar 18	Chapter 7: Managing Change in Global Organizations.
Wed, 21 Mar 18	Chapter 7: Managing Change in Global Organizations.
Mon, 26 Mar 18	SEMANA SANTA
Wed, 28 Mar 18	SEMANA SANTA
Mon, 2 Apr 18	Chapter 8: Competing with Integrity in Global Business: Personal Integrity.
Wed, 4 Apr 18	Chapter 8: Competing with Integrity in Global Business: Personal Integrity.
Mon, 9 Apr 18	Chapter 8: Competing with Integrity in Global Business: Personal Integrity.
Wed, 11 Apr 18	Chapter 9: Competing with Integrity in Global Business: Corporate Sustainability.
Mon, 16 Apr 18	Chapter 9: Competing with Integrity in Global Business: Corporate Sustainability.
Wed, 18 Apr 18	Chapter 9: Competing with Integrity in Global Business: Corporate Sustainability.
Mon, 23 Apr 18	GROUP PRESENTATIONS
Wed, 25 Apr 18	GROUP PRESENTATIONS
Mon, 30 Apr 18	GROUP PRESENTATIONS
Fri, 4 May 18	FINAL EXAM (15:30-18:30)

Course website. The website for this course is on Blackboard. All materials for this course --syllabus, lecture slides, assignments, and links to readings -- are located on the website.

Additionally, all announcements regarding this course will be posted on the website.

Course evaluation:

GRADE COMPONENTS:

Mid Term Test (20%)
Final exam (30%)
Quizzes and
Special assignments (15%)
Individual case study (15%)
Group Case Study (15%)
Class Participation and Attendance (5%)

GRADE SCALE:

A	94%-100%
A-	90%-93%
B+	87%-89%
B	84%-86%
B-	80%-83%
C+	77%-79%
C	74%-76%
C-	70%-73%
D	60%-69%
F	0% - 59%

Tests (20%+30%) There will be a total of one mid-term test and a final exam. Each test will cover a specified part of the course content. None of the tests will be cumulative. Most of the material on the tests will be taken from the text. However, anything that we discuss in class is potential test material, (such as the cases and/or current articles) thus attendance is clearly in your best interest.

Group Case Presentation (15%) You will be assigned to a group comprising 3 members. Each group will research about cultural differences in IB. This project will be graded individually based on creativity, application of content taught in this course.

***Quizzes and special assignments* (15%):** Students will be required to do quizzes, case studies for class discussion and other activities during the term, which are marked according to the grading scale above.

***Individual case study* (15%):** A series of analyses has been designed to help instructor regularly determine what students are actually learning and how well they can apply that information.

This on-going activity is designed to have students apply the facts and concepts they encounter in the text on a chapter by chapter basis.

Late papers will not be accepted without a valid excuse. If you are going to miss class that day, you will have to hand me a copy of your analysis, or e-mail it to me in advance. Such a series of home works has been designed to help us regularly determine what you are actually learning and how well you can apply that information

Classroom Philosophy:

- You are required to attend each class session prepared to participate and think critically during lecture and discussion sessions. As responsible adults, I trust you will be able to sustain a mutually respectful classroom atmosphere by treating all classmates as equals. All required assignments are to be submitted

on time.

- Projects that are handed in late will be marked down. With regard to matters pertaining to academic honesty and plagiarism, you may wish to be reminded that cheating is a deplorable behaviour that can lead to an “F” grade and possible expulsion from the University.
- Tardiness is at best a rude disruption to your fellow classmates who are punctual, and except for legitimate reasons (doctor’s letter certifying illness for example), you are expected to attend all class sessions. **CONSISTENT TARDINESS OR EARLY LEAVING MAY RESULT IN LOWERING THE COURSE GRADE.**
- Do not engage in SIDE CONVERSATIONS with your fellow students and so forth, particularly during lectures or when another student is speaking.
- **DO NOT USE LAPTOP, TABLET, NETBOOK, OR SMARTPHONE IN CLASS UNLESS GIVEN SPECIFIC PERMISSION.**

Attendance Policy

Students who miss more than five classes after the first week of class will be administratively dropped from the class if before Jan 21, 2018, or automatically given an “F” for the course. In addition, students who are late for class will be assigned a 1/2 absence, therefore two times late for class will count as 1 absence.

Academic Integrity Statement

Academic integrity is honest, truthful and responsible conduct in all academic endeavors. The mission of Saint Louis University is "the pursuit of truth for the greater glory of God and for the service of humanity." Accordingly, all acts of falsehood demean and compromise the corporate endeavors of teaching, research, health care and community service via which SLU embodies its mission. The University strives to prepare students for lives of personal and professional integrity, and therefore regards all breaches of academic integrity as matters of serious concern.

The governing University-level Academic Integrity Policy can be accessed on the Provost's Office website at: http://www.slu.edu/Documents/provost/academic_affairs/University-wide%20Academic%20Integrity%20Policy%20FINAL%20%2006-26-15.pdf.

As a member of the University community, you are expected to know and abide by these policies, which detail definitions of violations, processes for reporting violations, sanctions and appeals.

Student Outcome Assessment

In order to maintain quality academic offerings and to conform to accreditation requirements, SLU-Madrid regularly assesses its teaching, services and programs for evidence of student learning. For this purpose, SLU-Madrid keeps representative examples of student work from all courses and programs on file, including assignments, papers, exams, portfolios and results from student surveys, focus groups and reflective exercises. Copies of your work for this course may be kept on file for institutional research, assessment and accreditation purposes. If you prefer SLU-Madrid not to retain your work for this purpose, you must communicate this decision in writing to your professor.

Title IX Statement:

Saint Louis University and its faculty are committed to supporting our students and seeking an environment that is free of bias, discrimination, and harassment. If you have encountered any form of sexual misconduct (e.g. sexual assault, sexual harassment, stalking, domestic or dating violence), we encourage you to report this to the University. If you speak with a faculty member about an incident of misconduct, that faculty member must notify SLU's Title IX deputy coordinator, Marta Maruri, whose office is located on the ground floor of Padre Rubio Hall, Avenida del Valle, 28 (mmaruri@slu.edu; 915-54-5858, ext. 213) and share the basic fact of your experience with her. The Title IX deputy coordinator will then be available to assist you in understanding all of your options and in connecting you with all possible resources on and off campus.

If you wish to speak with a confidential source, you may contact the counselors at the SLU-Madrid's Counseling Services on the third floor of San Ignacio Hall (counselingcenter-madrid@slu.edu; 915-54-5858, ext. 230) or Sinews Multiplettherapy Institute, the off-campus provider of counseling services for SLU-Madrid (www.sinews.es; 917-00-1979). To view SLU-Madrid's sexual misconduct policy and for resources, please visit the following web address: <http://www.slu.edu/Documents/Madrid/campus-life/SLUMadridSexualMisconductPolicy.pdf>.

Academic Accommodations and Learning Resources:

In recognition that people learn in a variety of ways and that learning is influenced by multiple factors (e.g., prior experience, study skills, learning disability), resources to support student success are available on campus. Students who think they might benefit from these resources can find out more about:

- Course-level support (e.g., faculty member, departmental resources, etc.) by asking your course instructor.
- University-level support (e.g., tutoring/writing services, Disability Services) by visiting the Academic Dean's Office (San Ignacio Hall) or by going to <http://www.slu.edu/madrid/learning-resources>.

Students with a documented disability who wish to request academic accommodations **must** contact Disability Services to discuss accommodation requests and eligibility requirements. Once successfully registered, the student also **must** notify the course instructor that they wish to access accommodations in the course. Please contact Disability Services at disabilityservices-madrid@slu.edu or +915 54 58 58, ext. 230 for

an appointment. Confidentiality will be observed in all inquiries. Once approved, information about the student's eligibility for academic accommodations will be shared with course instructors via email from Disability Services. For more information about academic accommodations, see "Student Resources" on the SLU-Madrid webpage.

Note: Students who do not have a documented disability but who think they may have one are encouraged to contact Disability Services.

Late Policy

Midterm and final examinations must be written on their respective dates. No alternative examinations will be scheduled except in the case of excused medical absences. Cases of excused medical absences must be petitioned for through the Chair of the department. Make-up midterms are subject to approval by the professor, the Chair and the Department of Business and Economics. All changes to the final examination must be approved by the Academic Dean.

Important dates

Last day to drop this class and not receive a grade of "W": 21 Jan 2018.

Last day to drop this class and receive a grade of "W": 9 Mar 2018.

Registration for Fall 2018 opens: 4 April 2018.