



Bellarmino University

Course Syllabus 2009-2010

W. Fielding Rubel School of Business

MBA 714: Cross-Cultural Business

(Fall Semester 2009 / EMBA-Section X / 1 credit hour)

Dr. Michael Luthy

(502) 452-8040 / mluthy@bellarmine.edu

Office Location: 012-H Horrigan Hall

Office Hours: 5:00 – 6:00 p.m. on Wednesdays
and by appointment

All sessions meet in Coster's Private Dining Room – PDR Room 125 (unless notified otherwise)
Fridays (5:30-7:00 p.m. – during and after dinner)

Course pre-requisites: none

A pdf version of this syllabus may be downloaded/printed

Course co-requisites: MBA 707, 708, 709, 710

at <http://faculty.bellarmino.edu/mluthy/teaching.asp>

Catalog Description: This course focuses on developing and refining many critical skills for global managers as well as fostering interaction with local and regional business professionals on cutting-edge topics. Sessions occur over a private dinner with faculty and/or invited speakers. This one-credit hour course is part of a three course sequence, with additional topics and speakers in subsequent semesters of the program. MBA 714 addresses cross-cultural management concerns.

Course Learning Outcomes:

1. Students will gain a fuller understanding of the impact of cultural variables on various business decisions and negotiations.
2. Students will develop more reflective thinking through discussion of current events and topics in business such as entrepreneurship, the external environment, and quantitative management.

Earned excellence.



The best business schools
in the world.

The mission of the W. Fielding Rubel School of Business is to provide student-centered, quality education in the Catholic liberal arts tradition at the undergraduate and master's levels. The Rubel School is enriched by the diverse intellectual perspectives inherent in the overall mission of Bellarmine University.

Note to Students: Professors typically approach graduate courses differently than undergraduate. This can result in an initial culture shock for those MBA students using their undergraduate experience as a benchmark. In graduate study more emphasis is placed on students drawing connections among discussions and experiences in class, with teammates, and from assigned reading materials – with less oversight. As a result, on some occasions articles or other readings assigned for a class session will not be directly discussed. Instead, class time may be spent extending and/or drawing tangential information into the discussions. It doesn't mean that the assigned readings are unimportant rather, it places more responsibility for considering the information and integrating it with existing knowledge into your hands (with help from the professor and other students). Put another way, many professors tend to take the approach (paraphrasing Zen teachings) “you can lead a grad student to knowledge, but you can't make them think.”

Academic Honesty Policy: Bellarmine University is an academic community. It exists for the sake of the advancement of knowledge; the pursuit of truth; the intellectual, ethical, and social development of students; and the general well being of society. All members of our community have an obligation to themselves, to their peers and to the institution to uphold the integrity of Bellarmine University. In the area of academic honesty, this means that one's work should be one's own and that the instructor's evaluation should be based on the student's own efforts and understanding. When the standards of academic honesty are breached, mutual trust is undermined, the ideals of personal responsibility and autonomy are violated, teaching and learning are severely compromised, and other goals of the academic community cannot be realized.

I strongly endorse and will follow the academic honesty policy as published in Bellarmine's Catalog 2009-2012 and in the 2009-2010 Student Handbook; both documents are available online via the student portal on the University's intranet. Students and faculty must be fully aware of what constitutes academic dishonesty; claims of ignorance cannot be used to justify or rationalize dishonest acts. Academic dishonesty can take a number of forms, including but not limited to cheating, plagiarism, fabrication, aiding and abetting, multiple submissions, obtaining unfair advantage, and unauthorized access to academic or administrative systems or information. Definitions of each of these forms of academic dishonesty are provided in the Academic Honesty section of the most recent edition of the Student Handbook. The University follows the policies outlined below for detected acts of academic dishonesty:

- 1.) Initial sanctions for instances of academic dishonesty may be imposed by the instructor or the appropriate dean. The choice of penalty ranges from a minimum penalty of failing the assignment or test to failing the course itself.
- 2.) Following initial sanctions, all cases of academic dishonesty will be reported by faculty to the Senior Vice President for Academic Affairs, who has the authority to determine a more stringent penalty for the reported act of academic dishonesty, depending, in part, on the student's previous record of academic dishonesty. The student will be required to have a conference with the dean of his/her school, or the dean's designee.
- 3.) On the second offense during the course of a student's academic career at Bellarmine University, as a minimum additional penalty, the SVPAA will immediately suspend the student for the semester in which the most recent offense took place.
- 4.) On the third offense, the SVPAA will immediately dismiss the student from the University.

All detected instances of academic dishonesty will be reported to the SVPAA, and sanctions will be imposed as dictated by the policy. It is generally assumed that graduate students fully understand what constitutes Academic Dishonesty. Thus, no leniency of penalty will be applied in cases involving graduate students, and the harshest penalty (dismissal from the University) may be imposed upon report of the first offense, if deemed appropriate by the SVPAA.

Bellarmino University Non-Discrimination Policy: Bellarmino University admits qualified students of any age, sex, sexual orientation, race, color, religion, and national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of age, sex, sexual orientation, race, disability, color, religion, or national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school administered programs. Bellarmino University is an Affirmative Action-Equal Opportunity employer.

Disability Services: Students with disabilities who require accommodations (academic adjustments and/or auxiliary aids or services) for this course must contact the Disability Services Coordinator. Please do not request accommodations directly from the professor. The Disability Services Coordinator is located in the Counseling Center (4th floor 2120 Building), phone 452-8480.

Curriculum Content:

	Team building	Communication skills.	Analytic skills.	Basic computer skills.	Reflective thinking skills.	Group and individual dynamics in organizations.	Information technologies.	Ethical and legal responsibilities in organizations and society	Creation of value.	Financial theories, analysis, reporting and markets.	Statistical data analysis and management science	Domestic and global economic environments.	Capacity to adapt and innovate.	Capacity to apply knowledge.	Capacity to lead.	The required skills of management.	Global themes, locations, and cultures
700	x																
701		©	©									x					
703			©							x							
704	x					x											
705		©	©	©			©			x							
706		©									x						
707								x									
708				©			x							x			
709					©	©		x									x
710			©	©			x				x	x					
711							x							x	x	x	
712		©			©									x			
713					©									x			
714					©									x			
720														x			x
721														x			x

© General Knowledge and Skill Areas

x Learning Experiences in Management Specific Knowledge Areas

Note: Areas noted above are subject to change as the MBA curriculum evolves.

Classroom Privacy Policy: Despite the current day reality of YouTube, cell phone cameras, and MP3 devices, I want to preserve the unique and real-time nature of the classroom experience as well as the privacy of all concerned. Please refrain from any audio or video recording of lectures or discussions (unless you have prior approval).

Course Grade Notification: At the conclusion of the term grades are reported to the Registrar's Office. Grades can then be accessed at *myBellarmine*. If a student needs to know their course grade earlier due to deadlines associated with their employer's tuition reimbursement policies contact the instructor as soon as you know this will be an issue. A letter on Bellarmine University letterhead or e-mail from the instructor can be drafted and reported in an expedited time frame.

Attendance Policy: All students are expected to attend all classes. If you are unable to attend a class session due to a valid reason (as evaluated by the instructor), e-mail them ahead of time, as soon as you are aware that you will be unable to attend a class. In order to be excused, an absence must be arranged with the instructor prior to the absence. Absences that cannot be arranged beforehand due to emergencies must be cleared up at the earliest possible opportunity. For any session you miss, you will need to submit (ahead of time if possible, within one week otherwise) a 2-3 page, single-spaced memo discussing the articles and/or other assigned readings for the class and their application to your life, work, etc.. The intent is not for you to produce a summary or "rehashing" of the material but *rather to promote introspection on its relevance and connection to your own life (work and possibly non-work)*.

Late Work Policy: No late work will be accepted unless it is the result of extreme extenuating circumstances. That having been said, (1) you will have to have an extremely good and verifiable reason and (2) you will have to notify the professor well in advance (unless an emergency). Poor time management is NOT an extreme extenuating circumstance.

Extra Credit Policy: There are no extra credit assignments or opportunities available in connection with this course. You should invest your time and energies in the activities and project outlined in this syllabus.

Severe Weather Policy: Refer to the current student handbook for details regarding changes in schedule due to bad weather. Faculty will arrange class schedules to meet course objectives in the event classes will be cancelled. If Bellarmine's classes are cancelled (or delayed) due to bad weather, it will be noted on the university webpage and on the telephone weather line (452-8000, option #6). Students are encouraged to sign up through their myBellarmine website for automatic emergency notification to their cell phone.

Academic

Calendar:	9/07/2009	Labor Day holiday (University closed)
	9/04/2009	Last day to change from Letter Grade to Pass / Fail or Reverse; last day to change from Audit to Credit or reverse.
	10/10-13/2009	Mid-Semester Break
	10/21/2009	Last day to withdraw with a "W" grade.
	11/25/2009	No Evening Classes
	11/25-29/2009	Thanksgiving Break
	11/30/2009	Classes Resume
	12/03/2009	Study Day (no classes)
	12/4-10/2009	Final Examination Week
	12/15/2009	Grades Available on my <i>Bellarmino</i>

Tentative Schedule of Activities and Assignments: The calendar shown beginning below is tentative. Topics, reading assignments, in-class activities, and deadline dates may change as the term progresses although every effort will be made to adhere to what is listed. Any changes will be announced in class and sent via e-mail to your Bellarmine student e-mail account.

Business Issues Roundtable (Session #1 of 7)		
Day / Date	Pre-Class Readings / Discussion Questions	Activities / Agenda
Friday September 25th 5:30 – 7:00 p.m.	<i>Fortune, Forbes, Time, Newsweek, Business Week, CNN.com</i> (students should select any one or more sources to monitor current business events related to our theme of cross-cultural business)	Dinner and discussions of current business events – possibly with a guest executive

Session Learning Outcome(s) - By the end of the session, students should be able to:

- discuss in more depth a current executive decision facing global managers today.

Cultural Awareness (Session #2 of 7)		
Day / Date	Pre-Class Readings / Discussion Questions	Activities / Agenda
Friday October 9th 5:30 – 7:00 p.m.	Cultural Intelligence, #R0410J.	

Session Learning Outcome(s) - By the end of the session, students should be able to:

- better evaluate managerial decisions where other cultures are involved.

Cross-Cultural Adaptability

(Session #3 of 7)

Day / Date	Pre-Class Readings / Discussion Questions	Activities / Agenda
Friday October 23rd	Culture Grams - World Edition Culture Active National Cultural Profile	Cross-Cultural Adaptability Inventory
5:30 – 7:00 p.m.		

Session Learning Outcome(s) - By the end of the session, students should be able to:

- discuss their strengths and weaknesses in adapting to living in another culture and interacting effectively with people of other cultures.

Business Issues Roundtable

(Session #4 of 7)

Day / Date	Pre-Class Readings / Discussion Questions	Activities / Agenda
Friday November 6th	<i>Fortune, Forbes, Time, Newsweek, Business Week, CNN.com</i> (students should select any one or more sources to monitor current business events related to our theme of cross-cultural business)	Dinner and discussions of current business events – possibly with a guest executive
5:30 – 7:00 p.m.		

Session Learning Outcome(s) - By the end of the session, students should be able to:

- discuss in more depth a current executive decision facing global managers today.

Negotiation Styles

(Session #5 of 7)

Day / Date	Pre-Class Readings / Discussion Questions	Activities / Agenda
Friday November 20th	Negotiation Analysis: An Introduction, #9-801-156	Negotiation Styles Assessment
5:30 – 7:00 p.m.		

Session Learning Outcome(s) - By the end of the session, students should be able to:

- understand their bargaining style preferences and characteristics.
- develop a plan for improving and augmenting their negotiation skills over time.

Cross-Cultural Negotiations

(Session #6 of 7)

Day / Date	Pre-Class Readings / Discussion Questions	Activities / Agenda
Friday December 4th 5:30 – 7:00 p.m.	The Hidden Challenge of Cross-Border Negotiations, #R0203F. Hofstede's Dimensions of Culture and their Influence on International Business Negotiations.	

Session Learning Outcome(s) - By the end of the session, students should be able to:

- adapt negotiation strategies for use in cross-cultural situations.

Commenting on the Semester

Previewing Your Final Semester – MBA 711 and electives

(Session #7 of 7)

Day / Date	Pre-Class Readings / Discussion Questions	Activities / Agenda
Friday December 11th 5:30 – 7:00 p.m.	None.	Course feedback Introduction to MBA 711 course and available electives with Dean Bauer

Session Learning Outcome(s) - By the end of the session, students should be able to:

- articulate facets of the Executive MBA program that have gone well this term as well as make recommendations for improvements.
- better integrate expectations and activities of the final semester into personal and professional schedules.

Professionalism: Student Professional Behavior and Etiquette in the MBA Program

Due Date: Ongoing

Possible Points: 1,000

Project Type: Individual

A positive and participative learning environment is crucial to your educational experience. The goals of our MBA program include developing your willingness and ability to contribute to discussions by expressing and defending your position on a variety of topics. For some, this may involve overcoming a sense of shyness. For others, it will involve the willingness to take risks and leave your “comfort zone.” While there are many informal situations in which people have neither the desire nor the right to prescribe how others ought to behave, the classroom is unique, and requires the establishment of a culture that respects the learning process and every individual in it.

Professionalism is the central determinant of your overall grade in this course. The evaluation of professionalism starts with the proposition that if a student attends scheduled sessions, comes prepared, participates actively and frequently, makes meaningful comments that contributes to their classmates’ education, interacts professionally with faculty and classmates, and participates in the teaching evaluation process, their score will be assessed as “average” or at a numerical level of roughly 90%. Adjustments either up or down from this starting point are at the discretion of the professor – to recognize superior effort and performance or acknowledge deficiencies in the student’s approach to their responsibilities.

Given the many hours you spend preparing for class discussions, reading articles and textual material, analyzing case studies, and working on individual and group projects, as well as the significant financial commitment you (and/or your organization) are making to undertake graduate study, each individual is responsible for creating and maintaining this professional environment. For these reasons, the following guidelines/expectations are provided.

Your *physical presence* is a prerequisite for active participation. Students that come late or are not prepared to begin when class starts disrupt the class. Please make every effort to arrange your schedule so that you arrive early enough to take care of any personal or non-class related activities and are ready when class begins.

Your *mental presence* as well as physical presence is necessary for everyone to get the most out of the classroom experience. Our MBA classes are interactive forums. Your activities, both positive and negative, have an effect on the class. Please focus your attention and energies on our class exclusively when the class is in session.

Technology has provided us with many conveniences; however, there is a time and a place for them. If you bring a cell phone, beeper, laptop, PDA, or other electronic device to class that can make a noise, please switch it to vibrate or silent mode when you come into the room.

Professionalism in the MBA program extends beyond the classroom. It encompasses the face-to-face as well as electronic interactions you have with students in your class and cohort, with faculty, and with administrators and staff.

Observing these guidelines is the minimum expectation of the faculty. While the specific audience for this message constitutes a small percentage of all students, everyone benefits from a clear statement of expectations. Practicing professionalism will make you more productive and will lead to the achievement of

your individual and group goals. You will also find that the attitude of professionalism you develop here will benefit your larger life at work and your personal life.

If you have an issue or question not particularly related to the content of the course, but rather the administration of the MBA program please contact Ms. Laura Richardson, MBA Director at 502-452-8258. Her assistant, Ms. Loretta Jerdan can also answer many questions (502-452-8245).

Further Reading

No single course can acquaint you with the wealth of literature available on most topics. For those who wish to continue their investigation of areas raised in this course on their own, beginning below is a sampling of readings that you may find valuable.

While the activities of the course may be over, learning is a lifelong endeavour.

Cross Cultural Business:

- *International Mediation: The Art of Business Diplomacy* by Eileen Carroll, Karl J. Mackie
- *When Cultures Collide: Leading Across Cultures, Third Edition* by Richard D. Lewis
- *The Do's and Taboos of International Trade* by Roger E. Axtell

Bargaining and Negotiation:

- *Getting to Yes: Negotiating Agreement Without Giving In* by Roger Fisher
- *Negotiating Across Cultures: Communication Obstacles in International Diplomacy* by Raymond Cohen
- *Coping with International Conflict: A Systematic Approach to Influence in International Negotiation* by Roger Fisher

About the Professor

Dr. Michael Luthy is Professor of Marketing in the Department of Business Administration. He has received several national teaching awards for innovation and creativity in the classroom, is a Fulbright Scholar alumnus, and is widely published in marketing and related business journals. Numerous additional case studies, articles, and other writings have been published in national and regional conference proceedings, textbooks, pedagogical volumes, and newspapers.

Dr. Luthy earned his Ph.D. and bachelor's degrees in business administration from the University of Illinois and an MBA from the University of Iowa. He taught at Drake University in Des Moines, Iowa for six years before joining the Bellarmine faculty in 1998. His work experience includes positions in professional sales, as a bank examiner with the Federal Government, and in marketing and finance for Oscar Mayer Foods Corporation. Dr. Luthy's teaching interests include marketing management and strategy, services marketing, and small business entrepreneurship. His research includes global and cross-cultural marketing issues as well as business and entrepreneurial education.

In addition to his academic activities, Dr. Luthy consults with organizations and conducts training in marketing and executive business skills. He also serves on the editorial review boards of the *Journal of Marketing Education*, *Industrial Marketing Management*, and the *Academy of Marketing Studies Journal*. For the last several years Dr. Luthy has been a member of the Fulbright peer review board for the Council for International Exchange of Scholars.