



IB 237D

Capstone in Management in a Global Environment

Spring 2022

Deirdre Mendez

03145 T-Th 11:00am-12:15pm GSB 5.154

Instructor Information

Dr. Deirdre Mendez, Office: CBA 3.252

Student Hours (via Zoom): Thu 2:00-3:30 and by appointment

Email: Deirdre.Mendez@mcombs.utexas.edu

Readings

The text for the course is Mendez, D. (2017). *The Culture Solution: How to Achieve Synergy and Get Results in the Global Workplace*, Nicholas Brealey International. Other readings will be posted in Canvas.

Course Description

This course offers tools and strategies for adapting to diverse cultural environments to manage teams, create partnerships, serve customers, and develop corporate strategy in a global environment. In MAN 237, you will reflect on your experience of your host country and your process of adaptation during your International Experience. We will discuss the way cultural tendencies are manifest in business systems and processes. You will apply theoretical concepts on intercultural problem solving and conflict management in a series of cases and write a capstone paper in which you make recommendations for challenges in corporate management or policy.

MAN 237 Objectives and Structure

In this course, you will learn to:

- Articulate salient cultural tendencies in your host country and your reaction to cultural difference
- Employ strategies for intercultural hiring and promotion, negotiation, team management, project management, and leadership
- Recognize culture-based challenges to management, partnership, and acquisition integration
- Deconstruct intercultural conflict and recommend managerial strategies
- Analyze culture-based corporate or policy challenges from a unique perspective and make culture-based recommendations for changes
- Articulate workplace-relevant learning from your International Experience
- Use cultural analysis as a differentiator in recruiting

Class expectations

Class will begin on time. If you will have trouble getting to class on time or need to leave early, let me know in advance. Important things may be discussed at the beginning of class. No cell phones are allowed in class. Be prepared to contribute to class discussion every day. Written assignments must be posted in Canvas by the date and time they are due. Late assignments will receive a 5-point deduction.

Coursework and Deliverables

Information will be presented via readings, lectures and in-class exercises. You will make in-class presentations on key learnings from your International Experience and your analysis of an international case. A series of online discussions will help us explore relevant topics in depth and you will write a capstone paper in which you apply course concepts to a relevant topic.

Attendance

Attendance and active participation in the class are required. You may miss two classes without penalty. After this absence, each absence will count as a 1-point deduction from your class participation grade.

Class Preparation and Participation

In a skills class, material is learned best through discussion and exercises. There is also a significant “social learning” component—contributing to and learning from your classmates in MAN 237. To make this contribution, prepare for class discussions by reviewing the preparatory content. Note that most preparatory readings will also include a list of questions to answer. The class discussion will be based on the expectation that everyone has completed these and is ready to share their ideas, so you should write down your answers and bring them to class.

Graded Activities

Exam 1 (individual grade)	20%
Exam 2 (individual grade)	20%
Team Discussions (group grade)	18%
Capstone Proposal	10%
Capstone Paper	16%
Japan/US Case Analysis (group grade)	16%

Grade Distribution

94 – 100 = A	86 – 90 = B+	76 – 80 = C+	66 – 70 = D+
90 – 93 = A-	83 – 86 = B	73 – 76 = C	63 – 66 = D
	80 – 83 = B-	70 – 73 = C-	60 – 63 = D-

If You Have an Emergency This Semester

If something comes up that affects your ability to attend class or complete assignments, please report your situation to [Student Emergency Services](#). They will authorize me to give you an extension or other support.

Dealing with Challenges

If you're suffering from physical or mental health problems, it's very important to register with [Services for Students with Disabilities](#). They will authorize me to give you assignment extensions, additional time to complete exams, and other types of support. Please don't wait to take this step—it's very helpful to faculty. We must decide whether we can ethically give one student options that are not available to others.

Professional Conduct

- Please be on time and ready to start when class begins.
- Although it is not required, I would appreciate it if everyone would wear a mask in class. I have an immunocompromised family member and am very concerned for their safety, so I thank you in advance for your help. If you need to leave during class, make your exit as inconspicuous as possible.
- Please turn off your cell phones before class starts. If you need to make an urgent call or send a text message, please leave class briefly.
- Please bring a laptop or tablet to class to take notes and look things up. A phone is not ideal for this purpose because we'll be reviewing large documents.
- Please keep all discussion during class public, and don't engage in side conversations.

Students with Disabilities

Students with disabilities may request appropriate academic accommodations from the Division of Diversity and Community Engagement (DDCE), [Services for Students with Disabilities](#) (SSD). Please notify me of any accommodations by the 4th day of class so I can schedule notetaking and exam extensions as needed.

Diversity and Inclusion

It is my intent that students from all diverse backgrounds and perspectives will be well served by this course, that students' learning needs will be addressed and that the diversity that students bring to this class can be comfortably expressed and viewed as a resource, strength and benefit. Please let me know right away if this ever is not the case.

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Religious Holy Days

If you need to be absent due to a religious holy day, you must notify me at least 14 days in advance. If you must miss a class component for a religious holy day, you will have a chance to complete it within a reasonable time after the absence.

Students with Disabilities

Many physical and mental health issues can qualify for SSD accommodations like assignment extensions and longer times to take exams. Every semester I have students who don't realize they could request academic accommodations from Services for Students with Disabilities (SSD) <http://diversity.utexas.edu/disability>. Please notify me of any accommodations by the 4th day of class so I can schedule notetaking and exam extensions.

Academic Dishonesty

The McCombs School of Business has no tolerance for acts of scholastic dishonesty. The responsibilities of both students and faculty with regard to scholastic dishonesty are described in detail in the BBA Program's Statement on Scholastic Dishonesty at <http://my.mcombs.utexas.edu/BBA/Code-of-Ethics>. By teaching this course, I have agreed to observe all faculty responsibilities described there. By enrolling in this class, you have agreed to observe all student responsibilities described there. If the application of the Statement on Scholastic Dishonesty to this class or its assignments is unclear in any way, it is your responsibility to ask me for clarification.

Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, the integrity of the University, and the value of our academic brand, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Conduct and Academic Integrity website at <http://deanofstudents.utexas.edu/conduct> to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty

Any student plagiarizing on written assignments will be referred to the Dean of Students.

Intellectual Property Policy

All material presented in class lectures, PowerPoint presentations, and on the Canvas website is the intellectual property of the instructor unless otherwise copyrighted. Any reproduction or publication of this material without prior written consent is strictly forbidden.

Sharing of Course Materials is Prohibited

No materials used in this class, including, but not limited to, lecture hand-outs, videos, assessments (quizzes, exams, papers, projects, homework assignments), in-class materials, review sheets, and additional problem sets, may be shared online or with anyone outside of the class unless you have my explicit, written permission.

Unauthorized sharing of materials promotes cheating. It is a violation of the University's Student Honor Code and an act of academic dishonesty. I am well aware of the sites used for sharing materials, and any materials found online that are associated with you, or any suspected unauthorized sharing of materials, will be reported to Student Conduct and Academic Integrity in the Office of the Dean of Students. These reports can result in sanctions, including failure in the course.

Campus Safety

Please note the following key recommendations regarding emergency evacuation, provided by the Office of Campus Safety and Security, 512-471-5767, More info at <https://preparedness.utexas.edu>.

- Occupants of buildings on The University of Texas at Austin campus are required to evacuate buildings and assemble outside when a fire alarm is activated
- Familiarize yourself with all exit doors of each classroom and building you may occupy
- If you need evacuation assistance, inform the instructor in writing asap
- In the event of an evacuation, follow the instruction of faculty or class instructors
- Do not re-enter a building unless given instructions by Austin or UT police or fire authorities
- Behavior Concerns Advice Line (BCAL): 512-232-5050 or on-line
- In case of emergency, further information will be available at: <http://www.utexas.edu/emergency>.

Health Reporting

To help keep everyone at UT and in our community safe, it is critical that students (and faculty and staff) report COVID-19 symptoms and testing, regardless of test results, to the HealthPoint Occupational Health Program (OHP) as soon as possible. Please see

this link to understand what needs to be reported. In addition, to help understand what to do if a fellow student in the class (or the instructor or TA) tests positive for COVID, see this [University Health Services](#) link.

Title IX Reporting

Federal law protects against sex and gender-based discrimination, sexual harassment, sexual assault, sexual misconduct, dating/domestic violence and stalking. When sexual misconduct occurs in our community, the university can:

1. Intervene to prevent harmful behavior from continuing or escalating.
2. Provide support and remedies to students and employees who have experienced harm or have become involved in a Title IX investigation.
3. Investigate and discipline violations of the university's [relevant policies](#).

Texas law requires all employees, including faculty, report any information to the Title IX Office regarding sexual harassment, sexual assault, dating violence and stalking that is disclosed to them. All employees who witness or receive any information of this type must be reported. **I am a Responsible Employee and must report any Title IX related incidents** that are disclosed in writing, discussion, or one-on-one. Before talking with me, or with any faculty or staff member about a Title IX related incident, be sure to ask whether they are a responsible employee. If you would like to speak with someone who can provide support or remedies without making an official report to the university, please email advocate@austin.utexas.edu.

FERPA and Class Recordings

Class recordings are reserved only for students in this class for educational purposes and are protected under FERPA. The recordings should not be shared outside the class in any form. Violation of this restriction by a student could lead to Student Misconduct proceedings.

This course carries the Global Cultures flag. Global Cultures courses are designed to increase your familiarity with cultural groups outside the United States. You should therefore expect a substantial portion of your grade to come from assignments covering the practices, beliefs, and histories of at least one non-U.S. cultural group, past or present.