



**IB 237**

# **Capstone in Management in a Global Environment**

**Spring 2021**

**Deirdre Mendez**

03365 T-Th 11:00am-12:15pm GSB 2.122

## **Instructor Information**

Dr. Deirdre Mendez, Office: CBA 3.252

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

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## **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 and capstone analysis.

## 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	15 %
Online Discussion Questions (8 pts. each)	24%
Capstone Proposal	12%
Capstone Paper	20%
Japan/US Case Analysis (group grade)	20%
Class Discussions	9%

## 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.
- In keeping with university policy, all of us are required to wear a mask in UT buildings. I enjoy lecturing through a mask as much as you enjoy wearing one, but we must do this to keep everyone safe. If you enter the classroom without a mask, I will cancel that class session. Your letter grade for the course will be lowered by one letter grade, and you will be referred to the Dean of Students.
- 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.
- You may use laptops/tablets/etc. to take notes and to look things up. Violating this policy will result in a 1% deduction from your final score.
- 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 4<sup>th</sup> 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.

## **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.

## **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>.

## **Safety and Class Participation**

To report a COVID-19 violation, please go to [Health and Safety Rule Requirements and Violations for Students](#).

We will all need to make some adjustments in order to benefit from in-person classroom interactions in a safe and healthy manner. Our best protections against spreading COVID-19 on campus are masks (defined as cloth face coverings) and staying home if you are showing symptoms. Therefore, for the benefit of everyone, this means that all students are required to follow these important rules.

- Every student must wear a cloth face-covering properly in class and in all campus buildings at all times.
- For the safety of our community, every student is strongly encouraged to do daily symptom screening, which is available using the Protect Texas Together app. Once the symptom screening is completed, it will inform students whether they are cleared to come to campus. Students should only come to campus if the symptom screening app clears them to do so. Otherwise, students should isolate and contact a medical professional for further guidance before coming to campus again.

- Information regarding [safety protocols with and without symptoms](#) can be found [here](#). If a student is not wearing a cloth face-covering properly in the classroom (or any UT building), that student must leave the classroom (and building). If the student refuses to wear a cloth face covering, class will be dismissed for the remainder of the period, and the student will be subject to disciplinary action as set forth in the university's Institutional Rules/General Conduct 11-404(a)(3). Students who have a condition that precludes the wearing of a cloth face covering must follow the procedures for [obtaining an accommodation](#) working with Services for [Students with Disabilities](#).

## **Classroom Safety Guidelines**

1. Do not alter the layout of a classroom under any circumstances from its original configuration that is designed to maintain social distancing guidelines.
2. Remain outside the building until the passing time prior to their designated class time. Use designated campus study areas as needed.
3. Consumption of food and drink is not allowed in classrooms or public areas of university buildings except for designated break areas.
4. Enter the building at the designated entrances. Use the hand sanitizer as provided or your own personal hand sanitizer after entering the building.
5. Follow the corridor and stairway directional signage where applicable, maintain proper social distancing and noted paths of travel.
6. All physically-able students should use stairs whenever possible. If an elevator is required there should be no more than the number of occupants noted on the elevator signage in the elevator at a time, maintaining social distancing.
7. All classrooms doors should remain propped open before, during, and after class if it is not disruptive. This decision is at the discretion of the instructor using the classroom.
8. Enter the classroom at the designated entrance and fill the room by row from the first row to the last row and from the seat furthest from the entrance to the seat closest. We'll work out a safe approach once discussion teams are assigned.
9. Only specific seats in classrooms will be available due to social distancing requirements.
10. Bring your own personal sanitizing wipes to ensure that you can clean surface areas including classroom stations as needed. Dispose of wipes after class in the nearest trash receptacle.
11. Exit the building immediately after the class completes at the designated exit. Exit the room by row from the last row to the first row and from the seat nearest the exit to the seat furthest from the exit. If you wish to speak with me after class, do so at the location I designate outside the building so that the next class can get set up and social distancing can be maintained.

12. Dispose of any waste after class in the nearest trash receptacle.
13. Exit the building at the nearest designated exit. Use the hand sanitizer as provided or your own personal hand sanitizer after exiting the building.
14. If you develop COVID-19 symptoms or feel sick, stay home and contact the [University Health Services'](#) Nurse Advice Line at 512-475-6877. If you need to miss class, contact Student Emergency Services and they will notify your professors. In addition, to 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.

## 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](mailto: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.*