



**PLEASE NOTE THAT THIS SYLLABUS IS PROVISIONAL AND SUBJECT TO CHANGE AS THE SEMESTER PROGRAM IS FINALIZED**

**CIMBA Undergraduate Program  
Fall 2013**

# **Topics in Management: Business, Culture & Society in Western Europe**

**3-Credit Hour Course  
BUS3050 (3). 06B:102:EX4.**

Professor: Dr. Dominic Standish

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Please refer to the University of Iowa policy on email use. E-mail will be responded to within 24 hours. University policy specifies that students are responsible for all official correspondences sent to their University of Iowa e-mail address (@uiowa.edu).

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CIMBA Undergraduate Program

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Directory information for Dr. Dominic Standish can be found here:

<http://tippie.uiowa.edu/people/profile/profile.aspx?id=410221>

## **Course Description**

The course is intended to provide students with a fundamental understanding of the international business environment, and the interpersonal traits and skills expected of successful international business entrepreneurs, leaders and managers. This course will be an interdisciplinary overview of issues related to business and the effective practice of management in Western Europe with a focus on Italy. Utilizing a series of lectures, workshops, distinguished speakers, plant tours, and cultural events, followed up by class discussions, the course will acquaint students with the important cultural differences, the code of business and professional etiquette, business protocol, Italian business history, Italian cultural appreciation, and other cultural concerns in the workplace.

## **Course Objectives and Teaching Method**

Through lectures, workshops, case studies, guest speakers, and written assignments, the course simulates the experiences that business leaders and managers undergo in operating in an international environment.

At the end of the course, you will have:

1. Gained deeper knowledge about European culture its implications for business;
2. Had an opportunity to refine your business professional skills and to enhance other interpersonal attributes deemed fundamental in today's international business world;
3. Gained a better understanding of European business practices;
4. A greater appreciation of the global business environment in which you live;
5. An opportunity to become a more effective business person, whether doing business in the U.S. or internationally.

**The class will be interactive – demanding the ability to both respond to and formulate questions.** That is, it will be Socratic in style – placing responsibility on students to study to increase their knowledge and on the professor to teach and provide guidance to expand knowledge.

**Participants will be expected to have read the assigned readings before each class. Class preparedness and participation are essential to success in this course.** If something in the assigned reading is not understandable, participants are encouraged to ask for an explanation.

### **Required Course Materials**

1. Syllabus & Course Packet (with course description, slides, and readings).
2. 'Venice in Environmental Peril? Myth and Reality', by Dominic Standish (2012). Edition 1. University Press of America, 978-0-7618-5664-1.
3. Other handouts as provided; library and/or Internet sources as assigned.

### **Attendance and Other Policies**

Attendance at all classes and CIMBA sanctioned activities is MANDATORY. All unexcused absences will have the following consequences:

- 1<sup>st</sup> absence will result in a loss of a 1/3 of a letter grade in that class;
- 2<sup>nd</sup> (cumulative) absence will result in a loss of an entire letter grade in that class;
- 3<sup>rd</sup> (cumulative) absence will result in a dismissal from the program.

Absences due to illness require notification to the CIMBA Undergraduate Office Staff and/or the Istituto Filippin medical staff. If a student is ill and cannot attend class, he/she must inform the CIMBA Staff immediately. Failure to do so will result in an unexcused absence.

PLEASE NOTE: If you have a disability that may require some modification of seating, testing, or any other class requirements, please let me know as soon as possible so that appropriate arrangements can be made. Similarly, if you have any emergency medical information about which I should know, or if you need special arrangements in the event the building must be evacuated, please let me know. Please see me after class hours or schedule an appointment.

It is my sincere hope that no student in this class submits work which is not his or her own. However, it seems prudent to clarify in advance the policy on cheating. If I determine that any assignment was not written solely by the student whose identification number appears on the project, the student will receive a zero (0) for the project and may receive an "F" for the class.

All incidents of cheating will be reported to the Associate Director of CIMBA and the student may be placed on disciplinary probation for the remainder of his or her semester at CIMBA. In general, the decision of the Professor may be appealed to the Associate Director of CIMBA. The Honor Code for the Tippie College of Business will determine the appropriate appeal process.

The CIMBA Undergraduate Program and The University of Iowa are committed to providing students with an environment free from sexual harassment. If you feel that you are being or have been harassed or you are not sure what constitutes sexual harassment, we encourage you to visit the University website, [www.sexualharassment.uiowa.edu/index.php](http://www.sexualharassment.uiowa.edu/index.php), and to seek assistance from the CIMBA Undergraduate Office.

Student concerns regarding this course should first be discussed with the me, the faculty member teaching this course. If we can't resolve the complaint, you may contact the Department DEO.

If you cannot resolve the complaint by speaking with the DEO, you may contact the Associate Dean of the Undergraduate Program in the College of Liberal Arts & Sciences.

The College of Liberal Arts and Sciences is the administrative home of this course and governs matters such as the add/drop deadlines, the second-grade-only option, and other related issues. Different colleges may have different policies. Questions may be addressed to 120 Schaeffer Hall, or see the CLAS Academic Policies Handbook at <http://clas.uiowa.edu/students/handbook>.

### *Accommodations for Disabilities*

A student seeking academic accommodations should first register with Student Disability Services and then meet privately with the course instructor to make particular arrangements. See [www.uiowa.edu/~sds/](http://www.uiowa.edu/~sds/) for more information.

### *Academic Honesty*

All CLAS students have, in essence, agreed to the College's Code of Academic Honesty: "I pledge to do my own academic work and to excel to the best of my abilities, upholding the IOWA Challenge. I promise not to lie about my academic work, to cheat, or to steal the words or ideas of others; nor will I help fellow students to violate the Code of Academic Honesty." Any student committing academic misconduct is reported to the College and placed on disciplinary probation or may be suspended or expelled (CLAS Academic Policies Handbook).

### *CLAS Final Examination Policies*

The final examination schedule for each class is announced around the fifth week of the semester by the Registrar. Final exams are offered only during the official final examination period. **No exams of any kind are allowed during the last week of classes.** All students should plan on being at the UI through the final examination period. Once the Registrar has announced the dates and times of each final exam, the complete schedule will be published on the Registrar's web site.

### *Making a Suggestion or a Complaint*

Students with a suggestion or complaint should first visit with the instructor (and the course supervisor), and then with Beth Bellman of Iowa Univeristy: [suzanne-bellman@uiowa.edu](mailto:suzanne-bellman@uiowa.edu). Complaints must be made within six months of the incident (CLAS Academic Policies Handbook).

## *Understanding Sexual Harassment*

Sexual harassment subverts the mission of the University and threatens the well-being of students, faculty, and staff. All members of the UI community have a responsibility to uphold this mission and to contribute to a safe environment that enhances learning. Incidents of sexual harassment should be reported immediately. See the UI [Comprehensive Guide on Sexual Harassment](#) for assistance, definitions, and the full University policy.

## *Reacting Safely to Severe Weather*

In severe weather, class members should seek appropriate shelter immediately, leaving the classroom if necessary. The class will continue if possible when the event is over. For more information on Hawk Alert and the siren warning system, visit the [Department of Public Safety website](#).

## **Let's talk**

I am eager to meet with you about the course. I will be available in the faculty office between 12 noon and 1 pm on every day we have class. Please note that this time is for pre-arranged appointments only. I will be in the smaller of the two faculty offices for these appointments.

## **Grading**

There will be many options during this course to encourage you to “custom-tailor” the course to meet your individual interests and needs. The more thought and effort you invest in these activities, the more you will learn. The more you learn the better your grade will be. I want you to be able to earn the grade you wish and to feel clear and good about what you need to do to earn that grade.

You will be set reading for each class and you will be expected to use the readings to participate in the class. There will also be three assessed class activities worth 50 points each when you will do some presentations, four assessments and a debate. Beyond this, students cannot request additional activities to earn quality points.

Finally, the assignments will include two written papers, worth 150 points each. Your written assignments should be:

- a) Well-written (well-organized, with standard spelling, grammar, etc.)
- b) Complete (do all that's asked)
- c) Applied. Indicate that you've read, understood, and applied the text material (by using appropriately the terms and concepts in the text)
- d) Specific, thorough and clearly written (use fully described examples, not just quick summations)

You should closely read assignment outlines and be prepared to discuss them in class. I also expect you to prepare your written work carefully. All written assignments must be typed or printed. Consider presentation as well as content when you write. A reader who doesn't have

to wade through obtuse sentences, poor spelling or grammar is more likely to be positively disposed toward your work.

All written assignments must be typed, printed and emailed to the instructor on the same day the printed copy is turned in. Exams will be written answers to set questions. Excellence in the exam can be achieved by answering set questions completely and through in-depth analysis of set texts.

Please note: showing up for class, participating in discussion, having good, error-free papers and presentations is average ("C"), not excellent work. "B" work requires evidence of above-average effort, above-average understanding of the material and above-average depth of thought. "A" work will truly separate itself from the rest of the class.

Ways to earn points:

Maximum to be awarded

2 written reports.....	150 points each – 300 pts. total
Assignment activities.....	50 points each – 100 pts. total
Mid-term exam.....	200 pts. total
Final exam.....	400 pts. total

Ways to lose points:

*Attendance* (see CIMBA Academic Policy above).

*Late assignments.* 30 points will be deducted every time an assignment is not brought with you to class and turned in at the start of the class session (printed out). Be aware of printing queues. Arriving at class while your document is still printing means it is late.

You may do them in advance. If an assignment is late, do it eventually and submit it by the time points are assigned. 50 points will be deducted for each assignment not turned in when the assignments are graded.

Late assignment (not brought to class by the assigned date and time).....30 points

Each assignment not turned in by the time grades are assigned.....50 points

Final point scale: final grades will be by percentage, following customary scales. 98.00+ = A+; 92.00 – 97.99 = A; 90.00 – 91.99 = A-; 88.00 – 89.99 = B+; 82.00 – 87.99 = B; 80.00 – 81.99 = B-; 78.00 - 79.99 points = C+; 72.00 – 77.99 = C; 71.99 - 70.00 = C-; 68.00 – 69.99 = D+; 62.00 - 67.99 = D; 60.00 – 61.99 = D-. F = below 60 points.

Course grades will be approximately distributed according to the recommended guidelines of the Management Sciences Department at the University of Iowa, which is 30% A's, 40% B's, 25% C's and 5% D's. Course grades will be approximately distributed according to the recommended guidelines:

### Grade Distribution Chart

	A	B	C	D	F	Average
Elementary courses	15%	34%	40%	8%	3%	2.50
Intermediate courses	18%	36%	39%	5%	2%	2.63
Advanced courses	22%	38%	36%	3%	1%	2.77

### Course Schedule

Class/Date/Time	Topic	Note/Readings
Week 1 Class 1	<b>Introduction: Cross Cultural Orientation</b>	Financial Times: When in Rome...
Week 2 Class 2	<b>The Venice Problem</b>	Venice in Peril. Chap. Introduction
Week 3 Class 3 Class 4 5.00-7.00pm Class 5	<b>Tourism and Venice</b>  <b>European Business Etiquette</b>  <b>Italian History: the Veneto Region A</b>	Venice in Peril, Chap. 9  BCS Booklet: Your meal ticket to success  OECD Territorial Review. Venice, Italy.
Week 4 Class 6  Class 7	<b>Italian History: the Veneto Region B</b>  <b>The Business of Tourism: student debate</b>	OECD Territorial Review. Venice, Italy.  BCS Booklet: Chapter by Robert France (2011)
Week 5 = Travel week		
Week 6 Class 8	<b>The EU &amp; its Institutions</b>	BCS Booklet: EU article by Waterfield
Week 6 Class 9	<b>European Economics, Trade, &amp; Commerce: Doing Business in Italy</b>	BCS Booklet

Week 7 Class 10  Class 11 & 12	<b>Business Innovation: Thinking BIG and globally A</b>  <b>Business Innovation: Thinking BIG and globally B</b>  Mid-term exam	BCS Booklet: Big Potatoes  BCS Booklet: Big Potatoes
Week 8 Class 13	<b>Cultural Heritage</b> Class Factors that Shape National Identity: boundaries, language, religion, myths, history & culture	BCS Booklet: An introduction to culture and psychology. Does national identity matter?
Week 8 Class 14	<b>European Working Conditions</b> Company Tours	BCS Booklet Read a plant - fast
Week 8 Class 15 Class 16	<b>European Working Conditions</b> <b>Company student assessments</b>	
Week 9: Travel week		
Week 10 Class 17	<b>Living &amp; Working Abroad and Expatriate Panel Discussion</b>	
Week 10 Classes 18	<b>Economics, Sustainability &amp; Business Culture</b>	BCS Booklet: Ben-Ami, D. (2010), Ferraris For All. In Defence of Economic Progress. Introduction.
Week 10 Class 19	<b>Trieste Cultural Field Trip</b>	BCS Booklet: Trip to Trieste
Week 11	<b>Demographics &amp; Migration</b>	BCS Booklet:

<b>Class 20</b>	Migration patterns, population density, birth rate impact on European business	Crime and immigration. Italian immigration.
<b>Week 11</b> <b>Class 21</b>	<b>Exploring Italian Government</b>	BSC Booklet: A short guide to the Italian political system
<b>Week 12</b> <b>Class 22</b>	<b>East vs. West Mindset</b> Differences in attitudes which impact business practices in Central and Eastern Europe.  <b>Final Exam</b>	BCS Booklet: Burgess – Divided Europe

## **Some Additional Comments on the Topics:**

### **Cross Cultural Global Comparisons**

Everyone has preconceived notions about other cultures, but what are the hard facts? In this informative seminar, students' ideas about American and foreign cultures will be put to the test. Students will also learn tips for bridging the cultural gaps in business and communication as the world adopts a more global culture.

### **European Business Etiquette**

In this fun, interactive seminar, students will learn the appropriate European business and dining etiquette for formal events and dinners. This will include some very valuable *dos and don'ts* which can be used during the first Gourmet Dinner.

### **Italian History: The Veneto Region**

This seminar will explore local history as well as the impressive, entrepreneurial business model that is indigenous to the Veneto region. Students will learn about the history of the Veneto and its importance in the world of business in modern times.

### **Cultural Heritage**

The lecture, the readings, and the discussions under this heading will deal with factors of national identity, such as boundaries, language, religion, myths, history and culture. They will set the stage for understanding the impact of significant historical developments in European business that will be discussed throughout the semester. Special emphasis will be given to the importance and the role of culture.

### **The Business of Tourism**

Can European and American cities be revived through tourism? Many cities have the potential to stimulate lagging economies by expanding tourism, especially with growing numbers of visitors from the East. In Italy, Venice has become one of the most visited cities in the world. Yet infrastructure modernization has failed to keep up with increasing numbers of tourists. But will infrastructure development be sufficient? Increasingly, educating tourists in



sustainable travel and ‘nudging’ their behavior is perceived to be the key to managing city tourism effectively.

### **Historical-Cultural Trip to Trieste**

This optional day trip to Trieste and the surrounding areas of the Friuli-Venezia Giulia will give students a glimpse into an era most Americans have forgotten. Redipuglia is the location of Italy's largest war memorial at the site of 100,187 fallen soldiers from World War I. In this day of DNA matching, hardly a soldier goes unnamed, but here over 60% are unknown. Hence many Italians mourn unnamed fallen heroes. Those with Italian ancestry will want to bring a pen and paper to record the names and dates of potential relatives found on the tombs. Students will also tour Miramare Castle and its gardens. The castle was built in 1860 by Maximilian of Hapsburg and juts out into a beautiful bay fed by waters of the Adriatic Sea. Finally, students will be let off at the Piazza della Repubblica in central Trieste for a short period of shopping, eating, and sightseeing.

### **The EU and its Institutions**

The European Union was born out of the death and destruction of two consecutive world wars and a history of violence that stretched over 5000 years of recorded history with over 59 million dead. Combining economic, human rights, labor, justice, defense, and immigration policies, the EU provides for over 490 million Europeans to live and work. Students will also learn about how citizens within the EU relate to its institutions.

### **Demographics & Migration**

To broaden students' understanding of the complexities of European business, the impact of migration patterns, population density, birth rate, and other demographic factors will be explored.

### **East vs. West Mindset**

Students will learn about the differences in attitudes which impact business practices in Western and Eastern Europe. They will first explore the theoretical bases of cultural diversity in the business world, and special emphasis will be given to migration trends and labor mobility within Europe.

### **European Working Conditions**

Students will be given an overview of working conditions – salaries, benefits, safety and similar issues – within Europe, so they could compare those with their knowledge of and experience with the U.S. systems.

### **European Working Conditions: Company Tours**

Together with the professors, students will tour a typical, successful Veneto company to learn more about an industry-specific business. Because the tour often takes place in both the office and the manufacturing side of the same company, students will receive a well-rounded view of the various aspects of the business. Students must dress professionally in business or business casual attire. *DRESS CODE Men: pressed shirt and dress trousers or khakis, dress shoes; women: knee-length skirt or dress pants, dress shoes; high heels not recommended since you may be walking through production facilities.* Please ask your professor or a program coordinator if you are unsure what is appropriate. Also, come prepared with questions that relate to the international scope of the company's business, as well as comparative aspects of the working conditions.

### **Living and Working Abroad: Expatriate Panel**

The CIMBA Undergraduate program makes a consistently strong effort to provide relevant and meaningful international experiences for students. Every semester we host an Expatriate Panel in which we invite some *non-Italians* living and working full-time in Italy, to come to CIMBA and answer students' questions. This event is an opportunity for students to hear from and ask questions of real expatriates, so that they can get a sense of what it is like to live and work full-time in a foreign country. This is a question and answer forum, so it is imperative that students come prepared with questions to ask the expats. Think about all of the ins and outs of living in a foreign country and come up with questions that pique your curiosity.

### **Exploring Italian Government**

This seminar will illustrate the Italian political system and how it differs from that of the United States. Students will appreciate the differences between the two countries and come away with a better understanding of how policy is made and enforced, and how it shapes culture.

### **European Economics, Trade & Commerce**

These topics deal with the effects of globalization, trade, sustainability and new commercial realities in the world economy. The readings and the discussions will explore the strategies and structures dominant in European business, globalization and anti-globalization trends within the EU, as well as the features of new European commerce and economy.