Please note that this syllabus is provisional and subject to change as the semester program is finalized.

CIMBA Undergraduate Program
Spring 2017

Topics in Management: Business, Culture & Society in Western Europe
3-Credit Hour Course
BUS3050 (3)

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Tel: +390423932160
CIMBA Undergraduate Program
University of Iowa
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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).
4. Other handouts as provided; library and/or Internet sources as assigned.

Attendance and Other Policies

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

- 1st absence will result in a loss of a 1/3 of a letter grade in that class;
- 2nd (cumulative) absence will result in a loss of an entire letter grade in that class;
- 3rd (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.

Accommodating Disabilities
A student seeking academic accommodations such as a modification of seating, testing, timing, etc. should first register with Student Disability Services, then contact Shannon Lizakowski (shannon-lizakowski@uiowa.edu) in the CIMBA Office to make further arrangements. See http://sds.studentlife.uiowa.edu for more information. 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.

Policy on Cheating
The Tippie College of Business at the University of Iowa follows an honor code regarding academic misconduct. That code can be found at http://tippie.uiowa.edu/honorcode.cfm and includes cheating, plagiarism, unauthorized collaboration, obtaining an unfair advantage, forgery, facilitating academic dishonesty, and misrepresentation. Be sure you are familiar with this code. Students who exhibit academic dishonesty will receive a zero (0) for the assignment or examination involved and may receive an "F" for the class. All incidents of cheating will be reported to the CIMBA staff, as well as to the Senior Associate Dean of the Tippie College of Business. The decision of the professor may be appealed to a Judicial Board.
The Honor Code for the Tippie College of Business will determine the appropriate appeal process.

**Sexual Harassment**
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 Director, Brandelle Unkrich, at 319-335-1041 or brandelle-unkrich@uiowa.edu.

**Complaints**
Student concerns regarding this course should first be discussed with me, the faculty member teaching this course. If we can’t resolve the complaint, you may contact the CIMBA Director, Brandelle Unkrich (319-335-1041, brandelle-unkrich@uiowa.edu). The Director will review the details of the complaint and involve the Associate Dean of the Undergraduate Programs, as needed.

**Let’s talk**
I am eager to meet with you about the course. I will be available in the faculty office between 12:10 and 1 pm on every day we have class. Please note that this time is for pre-arranged appointments only.

**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 one assessed class activities worth 150 points when you will do a presentation. Beyond this, students cannot request additional activities to earn quality points.

Finally, the assignments will include two written papers, worth 250 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.

The exam and test format will be written answers to set questions. Excellence in the exam and tests 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:**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Maximum to be awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 written reports</td>
<td>500 pts. total</td>
</tr>
<tr>
<td>Presentation activity</td>
<td>100 pts. total</td>
</tr>
<tr>
<td>Final exam</td>
<td>400 pts. total</td>
</tr>
</tbody>
</table>

**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 Tippie College of Business 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

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>F</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary courses</td>
<td>15%</td>
<td>34%</td>
<td>40%</td>
<td>8%</td>
<td>3%</td>
<td>2.50</td>
</tr>
<tr>
<td>Intermediate courses</td>
<td>18%</td>
<td>36%</td>
<td>39%</td>
<td>5%</td>
<td>2%</td>
<td>2.63</td>
</tr>
<tr>
<td>Advanced courses</td>
<td>22%</td>
<td>38%</td>
<td>36%</td>
<td>3%</td>
<td>1%</td>
<td>2.77</td>
</tr>
</tbody>
</table>

Course Schedule

**Week 1**
**Introduction**
Readings:
Syllabus

**The Venice Problem**
Readings:
Venice in Environmental Peril, Chap. Introduction

**Week 2**
**Tourism and Venice**
Readings:
Venice in Environmental Peril, Chap. 9

**Week 3**
**The Business of Tourism: student debate**
Readings:
Chapter 3 by Robert France (2011) from 'Veniceland Atlantis'.

**Week 4**
**The EU & its Institutions**
Readings:
EU articles

**European Economics, Trade, & Commerce**
Readings:
Handout articles

**Company tours**

**Week 5**
**Cross-cultural Management**
Handout article

**Living & Working Abroad and Expatriate Panel Discussion**
Bios
Company Tours – Student assessments
Readings:
Presentations

Week 6
Economic limits & crisis
Readings:

Debates about growth
Readings:

Travel week

Week 8
Managing Risk
Readings:
Case study - Italy

Managing business skepticism
Readings:

Business Innovation: Thinking BIG and globally (A)
Readings:
Big Potatoes

Week 9
Business Innovation: Thinking BIG and globally (B)
Readings:
Big Potatoes

Economics and Sustainability in Europe
Readings:

Week 10
Exploring Italian Government
Readings:
Handout article
ANSA.it

Central, Eastern and Western Europe
Readings:
BCS Booklet:
Burgess – Divided Europe
Week 11
The business of ‘sharing’ (A)
Readings:
Handout articles

The business of ‘sharing’ (B)
Readings:
Handout articles

Week 12
Demographics & Migration
Readings:
Migration patterns, population, birth rate impact on European business
Handout articles

Final Exam

Some Additional Comments on the Topics:

The Veneto Region
These classes 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 lectures, 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.

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.

Central, Eastern and Western Europe
Students will learn about the differences in attitudes which impact business practices in 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: 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.