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**D355: Special Topics in International Business**  
**Managerial Perspectives on Globalization**  
Kelley School of Business, Indianapolis; Summer I 2016

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**Instructor Information:**

**Professor:** Liz Malatestinic, SPHR, Senior Lecturer in Human Resource Management  
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**Required Readings:**

**Lamson, Melissa: No Such Thing as Small Talk: 7 Keys to Understand German Business Culture;** Happy About, 2010. ISBN 9780078112768.

**Flamini, Roland: Passport Germany;** World Trade Press, 2008. eBook:  
[http://store.worldtradeexpress.com/eBook\\_Passport\\_Germany\\_3rd.php](http://store.worldtradeexpress.com/eBook_Passport_Germany_3rd.php)

**Micheloud, Francois: Passport Switzerland – Your Guide to Swiss Business, Customs & Etiquette;** World Trade Press, 2008. eBook: [http://store.worldtradeexpress.com/eBook\\_Passport\\_Switzerland\\_3rd.php](http://store.worldtradeexpress.com/eBook_Passport_Switzerland_3rd.php)

**Course Description:**

There are two underlying goals to this course: first, to learn about the employment practices and laws in two European countries – Germany and Switzerland – and to compare them to those of the U.S; and second, to discuss the challenges of preparing U.S. workers for expatriate assignments as well as the realities of the experience itself. The course focuses on different topics in the area of human resource management but would be appropriate for any junior or senior student with an interest in global business practices. Rather than simply discussing cultural and legal differences in managing a globalized workforce within a classroom environment, this course will provide students with a unique opportunity to gain first-hand experience in observing those differences – from both the U.S. and European viewpoint - and allow students to achieve a better understanding of challenges they may encounter in the future.

We will have a broad range of speakers and site visits which can offer a practical view of the issues raised in the course. There will be site visits to manufacturers and other organizations, including German, Swiss, and U.S. based corporations, in order to provide a well-rounded perspective. We will hear from both European natives as well as U.S. citizens living and working abroad. We will also hear from managers and HR directors working in Germany and Switzerland – both European natives and U.S. citizens living abroad - as well as employees who are actively involved in works councils. We will also hear the perspective of academics who study management, both in Germany and in Switzerland.

**Course Requirements:**

This class is open to all majors but preference will be given to business students and Indianapolis students. To participate in the program, the student needs to have completed 56 credit hours and, at the time of application, have a minimum 2.75 cumulative GPA. No experience with any world language is required.

**Learning Outcomes:**

1. Students will be able to effectively create a plan to prepare a hypothetical employee for an expatriate assignment in a country such as Germany or Switzerland. (PUL 5, UBLG 5)\*
2. Students will be able to identify important differences in employment laws among the countries studied. (PUL 3, UBLG 3)\*
3. Business and Management Ethics: Students will be able to identify areas where ethical considerations in business, particularly with regard to the treatment of employees, can vary among countries. (PUL 6, UBLG 6)\*

\* PUL and UBLG numbers refer to principles of learning adopted by both IUPUI and the IU Kelley School of Business in Indianapolis. Please refer to the last page of this syllabus to see specific application for learning outcomes in this course.

### Travel Requirements:

Students will need to be available to travel during IUPUI's first summer session in 2016. Expected travel dates are June 5-18; actual dates may vary slightly. Students must have a valid passport / visa as needed and are responsible for all financial requirements. Specifics will be made available at a future date.

International students are required to meet with an international student advisor in the Office of International Affairs to determine required travel documents.

### Students with special needs:

Students needing academic accommodations because of a disability must register with Adaptive Educational Services (AES) and complete the appropriate forms issued by AES before accommodations can be granted. The AES office is located in Taylor Hall, UC 100. You can also reach the office by calling 274-3241. Visit <http://aes.iupui.edu/> for more information.

### Course Policies:

- You will be expected to supply a journal which will be submitted to the instructor at the end of the class. You should also bring the 7 Keys book with you on the trip.
- You are expected to attend all class sessions and to be prepared by reading the indicated text assignments. Class participation is expected and encouraged.
- Courtesy in the classroom is expected at all times. This includes arriving on time, not leaving early, not getting up during class, and not chatting with friends during class. This also includes turning off cell phones when entering the classroom.
- No laptops, text messaging, or other electronic activity while in class, please.

### Evaluation:

Final grades will be calculated as follows (900 points possible):

Group presentations on individual businesses prior to travel:	100 points
Exam (online, prior to departure)	200 points
Corporate site visit reflections (20 pts. each)	100 points
Individual student presentations on 7 Keys	100 points
Journal completion and submission to instructor post-trip	200 points
Group expatriation plan	<u>200 points</u>
<b>Total</b>	<b>900 points</b>

### Assignments:

**Group presentations on businesses** – Students will be assigned to small groups, each of which will be responsible for presenting information on each of the companies we will be visiting in Germany and Switzerland. Because our actual visits will be targeted toward managerial and globalization implications, it will be important for students to have general company background prior to our visit. Presentations should last 10 minutes and should cover the company's history, market share, philosophy, and structure, as well as any relevant news articles which might be important to understanding the company culture, mission, and direction.

**Corporate site visit reflections** - Each student will write at least one page of reflection on each of the companies we visit, including relevant observations as to differences and or similarities with the U.S. business practices, as well as how the experience related (or conflicted) with what we had learned prior to the visit. Each reflection should conclude with what the student felt the most important managerial "take-away" was from that visit. These reflections should be entered into the last pages of the trip journal by the following morning and submitted to the instructor for completion verification. There will be five of these entries.

**Individual student presentations on 7 Keys book** – Students will be assigned a “Key” to discuss by describing how those Keys relate, or do not relate, to their individual personalities and where they might personally encounter difficulties in the German business environment (3 students per Key). These presentations should be approximately 5-10 minutes each and will be prepared and delivered while overseas (presentation dates included on itinerary.)

**Journal** – The journal should represent a synthesis of everything you learned on this trip, from both a business standpoint and a cultural standpoint. You should make at least two entries *before* we leave the country, discussing your expectations and any concerns you may have. Once we arrive in Europe, you should make at least one journal entry every day; feel free to include personal interactions, experiences, and sentiments. When appropriate, frame your entries in terms of how you might perceive your experiences as a potential expatriate. Finally, you should make at least one entry after your return reflecting how the reality of your trip compared to what you expected, and, most importantly, how what you learned might make you a better manager within a global company.

**Expatriation Plan** (post-trip) – Your final assignment will be an expatriate preparation plan. This plan will be prepared by the same group and in relation to the same company as your initial business preparations. On the last night of class, you will make a 10-15 minute presentation to the class on:

- Personal characteristics you think may be prerequisites for someone to be successful with an assignment at your assigned company
- Specific training needs to be addressed prior to expatriate assignment
- Communication preparation and challenges they may face
- Cultural differences they should expect in that company, from both a business and personal perspective
- The most important business lessons you learned while there, including appropriate behaviors
- Any other relevant issues that you think should be addressed when preparing someone for such as assignment with “your” company.

**Safety** – Please note that there will be an important seminar on basic safety and travel issues to be scheduled separately from regular classes. Time and date TBA.

Summer I 2016 Academic Session: May 11 – June 22 (Memorial Day – May 30)

TENTATIVE SCHEDULE: (note – contact and cultural hours will be removed from student version of syllabus)

Classes in U.S.:

**Thursday, May 12, 1-4:15**

Topics: German vs U.S. business environment: government regulations, work culture, the role of women in business, meeting conduct, negotiation, communication norms, dress, and basic German phrases.

- Guest speaker: Dr. Claudia Grossman, IUPUI Senior Lecturer and Director, Program in German
- Required reading prior to class: Passport Germany

*Academic contact hours: 3*

**Thursday, May 19, 1-4:15**

Topics: Swiss vs U.S. business environment: topics to include government regulations, work culture, the role of women in business, meeting conduct, negotiation, communication norms, and dress. As far as language is concerned, most of Switzerland also speaks German, although English is often used in multinational offices.

- Guest speaker: Mr. Andreas Weber, Honorary Swiss Consul in Indianapolis
- Required reading prior to class: Passport Switzerland

*Academic contact hours: 3*

**Tuesday, May 24 – Required safety seminar/language overview**

**Thursday, May 26, 1-4:15**

Topics: Works councils and unions in Germany and Switzerland in comparison with the U.S.; differences in employee benefits; preparing for expatriate assignments.

- Guest speaker: Ben Cloyd, Director of International Benefits and Global Mobility at Eli Lilly
- Assignment: group presentations on businesses that will be visited
- Required reading prior to class: No Such Thing as Small Talk: 7 Keys to Understand German Business Culture

*Academic contact hours: 3*

**Thursday, June 2**

Exam

*Academic contact hours: 1.5*

**Travel abroad: Sunday June 5 – Saturday June 18**

Upon arrival in Germany, all travel until we fly home will be via bus. We will have a full-time tour guide, as well as individual tour guides for special excursions as needed. Travel services are anticipated to be provided by Gate 1 Travel.

**Sunday, June 5:**

Depart Indianapolis; fly overnight to Frankfurt

**Monday, June 6:**

- Frankfurt arrival and city tour (2 hours cultural).

- Guest lecture at hotel with American expatriate from Eli Lilly's Bad Homberg office to learn about that individual's experience as a U.S. expatriate living abroad. (1 hour academic)
- Group evening reflection, discussion of tomorrow's topics; student Key #1 presentations (1 hour academic)

*Academic contact hours: 2 academic plus 2 cultural x .5 = 3*

### **Tuesday, June 7:**

- Onsite briefing at KPMG in Frankfurt am Main to hear about how they prepare and assist expatriates, including expatriation/legal/professional concerns that are unique to the accounting field. (2 hours academic)
- Afternoon excursion on the Rhine River.
- Evening debrief and reflection; student Key #2 Presentation (1 hour academic)

*Academic contact hours: 3*

### **Wednesday, June 8:**

- Drive to Mannheim. Late morning lecture with Prof. Dr. Torsten Biemann, Chair of Business Administration - Human Resource Management and Leadership at Mannheim University. (1.5 hours academic)
- Continue to Heidelberg after lunch for city tour, including Heidelberg Castle. (2 hours cultural)
- Evening debrief and reflection; student Key #3 Presentation. (1 hour academic)
- Stay overnight in Heidelberg.

*Academic contact hours: 2.5 academic plus 2 cultural x .5 = 3.5*

### **Thursday, June 9:**

- Morning briefing at headquarters of software giant SAP in Walldorf on their highly touted cultural diversity training, with specific focus on their programs for expatriate preparation. (2 hours academic).
- Continue to Stuttgart. Evening debrief and reflection; student Key #4 Presentation. (1 hour academic)

*Academic contact hours: 3*

### **Friday, June 10:**

- Tour of Porsche in Stuttgart followed by guest lecture by HR professional. German HR practices in manufacturing are very different than the U.S. – hearing from an HR rep will provide the opportunity to learn about their employment practices; the tour will allow the students to see the works councils in action with tentative union/works council rep speaker. (1.5 hours “lab” for tour; 1 hour academic for briefing by HR).
- Transfer to Munich.
- Evening debrief and reflection; student Key #5 Presentation (1 hour academic)

*Academic contact hours: 2 academic plus 1.5 lab x .5 = 2.75*

### **Saturday, June 11:**

- Class in hotel conference room on European Union and how it impacts global employment. Student presentation for Keys #6 & #7 (3 hours academic)
- Afternoon tour of Munich. (2 hours cultural)

*Academic contact hours: 3 academic plus 2 cultural x .5 = 4*

### **Sunday, June 12:**

- Class in hotel on Swiss employment and business environment (2 hours academic)
- Late afternoon/early evening transfer to Fuessen

*Academic contact hours: 2*

**Monday, June 13:**

- Visit Neuschwanstein Castle in morning. (2 hours cultural)
- Transfer to Zurich in afternoon.
- Evening group reflection and preparation on companies in Switzerland. (1.5 hours academic)

*Academic contact hours: 1.5 academic plus 2 cultural x .5 = 2.5*

**Tuesday, June 14:**

- Onsite briefing at Adecco, global staffing firm, in Glattbrugg, to learn about international staffing practices and challenges. (2 hours academic)
- Afternoon walking tour of Zurich. (2 hours cultural)
- Evening debrief and reflection (1 hour academic)

*Academic contact hours: 3 academic plus 2 cultural x .5 = 4*

**Wednesday, June 15:**

- Transfer to Basel for tour at Roche Pharmaceuticals, followed by guest lecture from Tabitha Riley, a Kelley Indianapolis HR alum who is now an HR Business Partner there, on the expatriate experience of Ms. Riley as a native Hoosier working there. (1 hour "lab", 1 hour academic)
- Afternoon drive to Lucerne.
- Evening debrief and reflection (1 academic hour)

*Academic contact hours: 2 academic plus 1 lab x .5 = 2.5*

**Thursday, June 16:**

- Lucerne city tour. (2 hours cultural)
- Afternoon lecture at hotel by Dr. Charles Dhanaraj, Professor of Strategy and Global Leadership at IMD business school in Lausanne, former Associate Professor of Strategy and International Business at the Indiana University Kelley School of Business. (2 hours academic)

*Academic contact hours: 2 academic plus 2 cultural x .5 = 3*

**Friday, June 17:**

- Morning class session to summarize/debrief all business visits. (1.5 hours academic)
- Excursion to Mt. Pilatus.

*Academic contact hours: 1.5*

**Saturday, June 18:**

- Fly home from Zurich.

**Post-travel class in U.S.: Tuesday, June 21, 1-4:15**

Topics: Repatriation issues, expatriate success and failure factors, financial considerations (pay methods), European Union implications, and professor's "lessons learned".

- Group presentations: Expatriation Plans

*Academic contact hours: 3*

Total contact hours: 48.25

## PULs & UBLGs

No.	PUL (IUPUI)	UBLG (Kelley Indianapolis)
1a	<b>LANGUAGE SKILLS</b> <i>a) Reading &amp; Understanding books, articles &amp; instruction manuals, b) Delivering a prepared presentation to a group c) Contributing to a team to solve problems</i>	<b>BUSINESS LANGUAGE</b> <i>Students will prepare and deliver written and oral messages that effectively express ideas and facts to others. Students will prepare and deliver effective oral and written persuasive arguments.</i>
1b	<b>QUANTITATIVE SKILLS</b> <i>a) Solving mathematical problems b) Using mathematics in everyday life c) Understanding statistical report d) Preparing a report using quantitative data</i>	<b>BUSINESS QUANTITATIVE SKILLS</b> <i>Students will perform quantitative analysis and use the results to make business decisions.</i>
1c	<b>INFORMATION RESOURCE SKILLS</b> <i>a) Identifying appropriate sources of information b) Using computer software c) Evaluating the quality &amp; accuracy of web information d) Recognizing/ avoiding plagiarism</i>	<b>INFORMATION &amp; BUSINESS RESOURCE SKILLS</b> <i>Students will analyze business problems, situations and opportunities by identifying and applying appropriate and relevant information.</i>
2	<b>CRITICAL THINKING</b> <i>a) Use acquired knowledge to understand new concepts b) Apply knowledge to practical situations and make informed decisions; c) Analyze complex concepts logically and from multiple perspectives; d) Synthesize information and arrive at reasoned conclusions; e) Evaluate the logic, validity, and relevance of data and conclusions</i>	<b>CRITICAL THINKING IN BUSINESS</b> <i>Students will arrive at reasoned conclusions and make informed decisions in assessing current and predicted business situations by applying course concepts learned across the curriculum.</i>
3	<b>INTEGRATION &amp; APPLICATION OF KNOWLEDGE</b> <i>a) Enhance their personal lives; b) Meet professional standards and competencies; c) Further the goals of society; and d) Work across traditional course and disciplinary boundaries.</i>	<b>PROFESSIONAL SKILLS &amp; COMPETENCIES</b> <i>Students will apply substantial knowledge and understanding in their chosen major in the study of business.</i>
4	<b>INTELLECTUAL DEPTH BREADTH &amp; ADAPTIVENESS</b> <i>a) Show substantial knowledge and understanding of at least one field of study; b) Compare and contrast approaches to knowledge in different disciplines; c) Modify one's approach to an issue or problem based on the contexts and requirements of particular situations.</i>	<b>INTEGRATIVE BUSINESS REASONING</b> <i>Student will assimilate data from different sources, and use more than one business discipline to develop a model to solve a business problem.</i>
5	<b>UNDERSTANDING SOCIETY &amp; CULTURE</b> <i>a) Compare and contrast the range of diversity and universality in human history, societies, and ways of life b) Analyze and understand the interconnectedness of global and local communities c) Operate with civility in a complex world.</i>	<b>DIVERSITY &amp; COLLABORATION IN BUSINESS</b> <i>Students will use their understanding of the importance of diverse worldviews and practices, cultural competencies, and sociocultural and socioeconomic factors to foster cooperation and teamwork.</i>
6	<b>VALUES &amp; ETHICS</b> <i>a) make informed and principled choices and to foresee consequences of these choices; b) explore, understand, and cultivate an appreciation for beauty and art; c) understand ethical principles within diverse cultural, social, environmental and personal settings</i>	<b>BUSINESS &amp; MANAGEMENT ETHICS</b> <i>Students will make business decisions that seek to align their personal values and beliefs (integrity) and respond to the expectations of others, the organization, and society.</i>