

**INTERNATIONAL BUSINESS AND MANAGEMENT**  
**INBU 3300**  
**Fall 2020**

<b>Instructor:</b>	Dr. Antonio Papuzza (Please, call me Antonio, Anthony, or Dr. A.)
<b>Classroom:</b>	This course meets remotely (HR): mix between synchronous and asynchronous
<b>Class Meets:</b>	Every Thursday from 12:45 PM to 3:30 PM. Classes will usually finish earlier, given that part of the class is synchronous and part is asynchronous.
<b>Office:</b>	Koelbel 457 F (I will not be working on campus this semester)
<b>Office Hours:</b>	Fridays from 11:00 am to 12:00 PM, and by appointment
<b>Website</b>	Canvas
<b>TA</b>	Amal Jamal
<b>TA's email address:</b>	Amal.Jamal@colorado.edu
<b>TA's office hours:</b>	Tuesdays from 6 to 7 PM and by appointment
<b>Textbook:</b>	- Daniels, Radebaugh, and Sullivan <b><i>International Business Environments &amp; Operations</i></b> , Pearson (sixteenth edition). <a href="https://www.cubookstore.com/p-89031-international-business.aspx">https://www.cubookstore.com/p-89031-international-business.aspx</a> (International and Global Editions, as well as previous editions, are strongly discouraged since they present different material). If you decide not to use the recommended edition, then it will be your choice and I won't be able to excuse any issue or poor performance caused by this choice. - Additional pre-recorded videos, readings, other videos, and other material will be posted on Canvas to be covered independently before each class

**Course Description:**

By exploring the world of international business and management you will learn the vision and the tools required in order to effectively manage most of the challenges that globalization, changing world markets, and cultural differences demand. The course explains the “whats” and the “whys” of global differences as it covers industries, competitors, regions, and markets from the perspective of practicing managers. The course will approach the different areas of international business by providing an overview of all the contributions and points of contact with the disciplines that constitute the foundation of international business & management. This will be done by giving attention to both technical and human variables to understand how critical the relationship between business and culture is. This course is an introduction to all of the international business disciplines: international management, international finance, international marketing, international accounting, international business operations, international business law, and more.

**Course Objectives:**

- Understanding the diversity and changing scenarios of global market places.
- Becoming aware of the environments, factors, and variables that affect international business
- Understanding the multidisciplinary nature of international business and the complexity of analyses, planning, and managing of processes and variables.
- Acquiring an awareness that cultural variables are as critical as technical variables in being successful in international business
- Acquiring an awareness of the most effective visions, approaches, and tools to do business internationally with confidence and effectiveness.

### **Three Difficulties/expectations:**

- 1) All that you know about domestic business does not necessarily apply to international business. Switching from one to the other is like switching from Newtonian physics to Quantum physics. This is why understanding international business is like making a puzzle: you constantly need to work on details and look at the big picture at the same time.
- 2) Among the several challenges that the discipline presents is the ability to recognize and manage complex scenarios in different countries with more than one cause/effect. In international business, the concept of "right answer" is different from the same concept in other business disciplines (such as finance and accounting) taught in a business school.
- 3) Three levels of focus are considered in this course: country, company, and individual. You must be able to think on all three of these levels and switch from one to another easily.

### **This is NOT Business Like Usual**

Dear students, I don't want to ignore that big elephant in the room! This is definitely NOT business like usual. Because of the pandemics, for sure this semester, we are running things, in this course, completely remotely. This, like any disruption, presents some challenges as well as opportunities, both at work, in business, and, more generally, in life. We have the chance in this course to talk about some of the aspects affected by the pandemics and, hopefully, this course will help you lead yourself better through this unusual time.

**One immediate consequence of this remote set up**, for now, is that we must have a plan in case, because of possible internet disruptions, we get disconnected during a live class. Should that become the case, just know that if the disruption is something that makes that specific class not feasible in that moment, then our plan is to reconvene at next class. As a make up of the interrupted class, one or more additional videos will be posted on Canvas. You are expected to cover those before our next class.

### **PLEASE READ –**

#### **Course Explanation**

- **The expectation of this class is that students complete some of the assignments on their own and then discuss them in class. The implication is that students, besides having a perfect class attendance, will have to be very organized and will have to follow a strict agenda/timeline.**
- **It is exceedingly important to have all class materials covered, studied, and ready to discuss it before each class.**
- **You should plan to spend, besides the class time, a daily average of at least one hour per day (every day of the week) in order to prepare yourself for classes, assignments, and exams. Failing in allocating this daily time usually results in not passing the course.**

#### **Zoom Etiquette and Expectations**

- "Arrive" on-time, with your video on and your correct first and last name entered
  - You will otherwise not be admitted
- Dress appropriately and make sure you are in a non-distracting environment
- Refrain from distracting behavior
- You should not eat meals during the zoom connection. However, if you need to eat a snack, that's understandable
- Please, be aware that, just like in an in person class, you can and will be called on. If distracted or unprepared, that will negatively count for your participation.

### **Involvement in Class**

In order to make class activities and exercises meaningful, *it is critical that you have read (and thought about) the assigned material before coming to class.* With this background, I encourage you to ask questions, challenge assumptions, and add your own ideas whenever you can. In addition, I may occasionally call upon students at random to offer their thoughts or to give examples. On many days, we will have a class exercise, an activity, or article discussion. They provide you with valuable hands-on experience and some of your grade will be determined by your involvement in the class. *Please be an active participant! You have something to teach. We all need each other to make this course work.*

In this course, there is also the expectation that you are available and comfortable to share some personal anecdotes and reflections about your life. We start to work on what leadership means in our life first and, then, we look at the organizational context for work and business.

### **Classes:**

Classes will be a mixture of video lectures, live discussions, and practice. The purpose of the lectures is not to simply repackage the reading material. It is to motivate and inspire students, to facilitate learning process in a rigorous way, providing examples, engaging practices and discussions to stimulate self-discovery and critical thinking.

### **Attendance**

Attendance is an essential part of this class. Completion of the reading assignments and practicing in class lectures are both required in order to achieve a complete mastery of the course content. However, attendance is not mandatory. Said that, you are highly encouraged to come to class for 4 additional reasons.

- 1) In each class there will be information that is not in the readings (see “how to study” at the end of this syllabus). If you miss class, it will be very difficult for you to catch up.
- 2) For all the assignments and exams you will have questions that will require you to show your systems thinking ability and your critical thinking ability after all of the topics and examples we have covered and discussed in class. If you miss those classes you will not know how to answer those questions.
- 3) Coming to class and studying every day is the best, fastest, easiest, and most effective way to prepare you for all the course assignments.

### **Office hours:**

- You are always welcome to see me or a TA during office hours. Office hours are meant to address specific questions or issues; they should not be used to have the lecture re-explained if you miss a day of class.
- Be aware that, usually, a few days before assignments are due or before exams, you might find a long line out of the door or on Zoom and you may not get to see me. You are strongly encouraged to plan accordingly. It is your responsibility to get in touch with at least 7 days before an exam or a big assignment. Be aware that if you want to meet with me during the last week of the course, then I strongly encourage you in scheduling your appointment at least 7 days before the end of the course, otherwise, you might not be able to see me due to the high volume of requests from students who don't plan ahead and try to schedule a last minute appointment. You have plenty of time to avoid all this, so we can meet.
- Office hours work on a first come, first served basis. This means that you may not schedule an appointment during office hours. If you can't see me during regular office hours, then you may certainly schedule an appointment.

### **Emails:**

Please note the following policies regarding the use of e-mail in this course:

- Students should check their CU e-mail account and Canvas every day and MUST use that account to contact me or their TA. Please, do not contact me through Canvas messages/emails, they arrive too late and not all the Canvas messages arrive to me. Please, no E-mails written from a personal account, they may be ignored, deleted, or filtered as SPAM. Please, just email from your official "colorado.edu" email address.
- Each email you send should clearly indicate the course, number, and the section (ex. INBU 3300-500). I teach more than a course and more than a section for the same course. Sometimes assignments might be similar or the same ones, depending on the course. For this reason, asking something about an assignment does not help in understanding what course and section you are referring to. If you do not indicate, in the same email, course, number and section, then I might not be able to answer your questions. In addition, since I receive numerous emails per day, you should make sure, when you reply, to include your previous communications that you and I exchanged. If you do not include all this information, then I will not be able to follow what you are asking and I will have to send you a message that asks you to provide all the above information. Failing to provide all the required information will cause a delay in receiving the answers to the questions that you are looking for.
- When you email me, I can only help if what you ask about can be answered in a few lines. If it requires more than that, it means we should meet in person or over Zoom in order to guarantee the effectiveness of the communication. For this reason, in particular, all my TAs and I may not give feedback on assignments sent by email. This is for your benefit, because we can give you better guidance when we can go back and forth live in person or on Zoom. Emails can be efficient but not effective.
- I usually reply within 24 hours or 48/72 hours, if what you ask requires more time. If you send an email on Friday afternoon or during the weekend, then you might receive a reply the following Monday.
- I am happy to answer your questions, however, If what you ask in the email can find an answer in the syllabus, agenda, grading contract, management course contract or in other documents posted on Canvas, then you will be encouraged to go back to those documents posted online.

### **If You Have to Miss a Class:**

Please, if you miss class there is no need to email me to let me know and to ask about what you missed. Simply refer to the material posted on Canvas for the lecture you miss. I will be following all the directions and material posted on Canvas very strictly. Please, ask your classmates the notes of the class/lecture you missed. If you have specific questions, then go to see a TA or me after you cover the material you missed.

### **Attendance**

Daily attendance is an essential part of this class. Completion of the reading assignments and viewing the class lectures are both required in order to achieve a complete mastery of the course content. Attendance is not required as mandatory (but you lose points as participation if you don't participate, as a matter of fact, if you are not in class, then you are not participating). However, coming to class and not participating to the class discussions and activities will still give you a very low grade or zero in participation. You are highly encouraged to come to class for 3 additional reasons.

- 4) In each class there will be information that is not in the book (see "how to study" at the end of this syllabus). If you miss class, it will be very difficult for you to catch up. Also, we discuss very current events. In order to be able to appreciate the impact of these issues in international business, you are expected to spend each day at least 30 minutes on international news from different regions of the globe (I'll provide a list of possible resources).

- 5) For both exams you will have open questions that will require you to show your systems thinking ability and your critical thinking ability after all of the topics and examples we have covered and discussed in class. If you miss those classes you will not know how to answer those open questions.
- 6) Coming to class and studying every day is the best, fastest, easiest, and most effective way to prepare you for exams.

### **Course Requirements:**

Your final course grade will be calculated using the following weights:

✓	Participation and Professional Behavior	= 20 points
✓	Case Study	= 15 points
✓	Exam 1 (cumulative)	= 20 points
✓	Exam 2 (cumulative)	= 25 points
✓	Group Project	= 20 points

### **Expectations for Contribution to Class Participation (20% of grade).**

In grading your in-class participation, I will pay attention to the following: Have you attended all classes? Has your participation brought insights to the class and built on the class discussion as is expected in a professional business meeting? Are you just repeating the facts of the case or what someone else has said? All students are expected to participate in class discussions by sharing their perspectives on and experiences with the readings. Your in-class comments and insights will be evaluated on the basis of quantity and *quality*. Please, notice that attendance is not mandatory, however, missing class will affect your participation grade. Lastly, please do not monopolize class participation, rather help your classmates to contribute.

After each class period, I evaluate your classroom participation as follows:

- A: Outstanding positive engagement in the classroom discussion as evidenced by particularly insightful comments and excellent understanding of concepts covered in the readings for the course.
- B: Active, engaged participant in class.
- C: Attended class and contributed a little to the class / group discussions and activities.
- D: Missed all or a substantial part of the class session.

- **Exams (45%)** – There will be one cumulative midterm exam (exam 1), worth 20% of your final grade, and another cumulative exam (exam 2), worth 25% of your final grade. Exams will consist of a combination of multiple choices, short answer questions, and discussion questions. See my grading policies for information about missed exams.
- **Case Study (15%)** – See directions on Canvas
- **Group Project (20%)** – See directions in the syllabus and on Canvas

### **Team formation & management**

- Teams will be randomly assigned, please do not ask for specific formations. Just like in real life, you have to practice and learn to work with anybody based on the organization and the project you get assigned to. Once you are assigned to a team, make sure you exchange contact information right away with all the members of your team. You can do this through the Canvas chat option. I or the TA are not supposed to mediate this phase of the work. You are responsible of the communication within your team.
- If you join this course after the first day of class, then it is your responsibility to come to talk to me by the end of the second week of the semester, so I can assign you a team. If you fail to do so, then I will not be able to put you in a team and you will have to do your project individually. This is due to the fact that you can no join a team after second week

since your classmates have already completed significant work for the project and it would not be fair

- Each team can fire a non-participating, non-performing member. If a student is expelled from a team, she/he can either find another team to join (if the other team agrees) or she/he can work on all the team-related assignments in this course all by him/herself. If a band has early signs of conflicts and finds itself unable to resolve it, the whole team should email me for mediation. Please keep a performance records in writing so that when a firing decision has to be made, it is built on solid ground.
- You will start doing this the first day of class. Teams will be engaged in discussions and will practice together in class during the course. All of the eventual arguments with your band mates are chances to work and practice what you learn in class. Your team evaluation will be based also on this.
- Remember that the evaluation for the project is a band evaluation, not an individual one. Therefore, if you realize you are not happy with how one of your band mates is performing you have the responsibility to talk to them and others and eventually consider the chance to fire them. If that is the case, make sure you ask me first.) If your band does not “rock” you will be evaluated according to that. Please, don’t complain towards the end of the course about the fact that some teammates worked less than you did. It is your responsibility to avoid that by proposing to fire a person if it is appropriate.
- If you lose or add a new member you have to update your information with me with exact information, otherwise I will not be able to grade your performance. If you are not sure whether or not a member of your team has dropped, you have to contact them and check with them. Then, please let me know. If you drop the course, then you have to communicate it to your team members and to me.
- In each band there can only be one international student with the same culture (from the same country, or region), ask me if you have questions about it. It is your responsibility to make sure that you keep track of it. I will not check until the end of the semester.

**Additional Information and directions about assignments, case studies, and exams will be provided along the course before working on such assignments. As soon as directions, formats, and other possible documents are posted, you are expected to download them soon and keep them available in an electronic and paper version in order to not rely on Canvas or internet in case of technological difficulties.**

#### **Content to focus on for all the course requirements.**

There is a lot of content to understand/practice and that you are responsible for when you consider all of the material from Canvas (video lectures and readings), the textbook, and all the activities/discussions covered in class during all of Dr. Papuzza's live lectures. However, there is a fairly simple guideline that usually applies. If material is covered twice--meaning both in the Canvas material (video material and readings), the textbook, and in class--it is critical for your understanding of the course. If Dr. Papuzza discusses something in lecture, it should be noted and understood within the context of the related fundamental of business leadership being covered. If, however, he does not discuss material solely found in the book and Canvas, these concepts will only strengthen your understanding of the fundamentals but will not be a main focus on an exam.

#### **Suggested approach to study:**

Should you rely only on flash cards for your preparation, you will be missing most of the points. Flash cards are good for definition based questions. However, definition questions are only a very small percentages (less than 5% of your final grade) of what you will be tested on. The best way to study for this course is a daily practice organized in 6 steps:

- (1) READ & WATCH (the chapter and the video material before class)
- (2) REVIEW (your notes from class)
- (3) STUDY (from the book and video material again)
- (4) INTEGRATE (notes and book/video material)
- (5) PRACTICE (do the exercises and write your journal),
- (6) SYNTHESIZE (create your personal review material each time)

**Be careful:** this preparation works only if it is made daily, it is not a way to review the material one or two weeks before an exam. At that point there is no way you can recall, make sense, and remember all of the relevant information and use it for passing the exam.

**Syllabus, grading contract, management contract, agenda, and other documents.**

- You are expected to read all the above underlined documents and you are considered responsible for the information contained in all the class documents. You are strongly encouraged in reading immediately these documents several times to make sure you fully understand and remember their content. Be aware that I stressed in class only a few points, while you are considered responsible for all the content.
- You should also download all these documents and all the files for each assignment, as soon as they get posted. Please, always keep them available to you, so you can perform without any technological issue, even though Canvas should stop working for a limited amount of time.

**No Technology Policy**

There will be NO CELL PHONES, Laptops or iPads visible or audible during class time, or other types of technology (with exception of course of what you use to connect on Zoom). Studies have shown that students who actively engage in the use of electronic devices (e.g., laptops, cell phones, or iPads) do worse than those who do not, everything else held constant. Also, as a future manager/leader, you will have to learn how to take notes by simply using a piece of paper and a pencil or a pen. Although you will not be forced out of the classroom should you actively use these devices while ignoring the class itself, the chance of you being cold-called will go up exponentially and some points will be deducted from your final grade without notice. If you have a very valid reason why you need to use a technological device, you would need to discuss it with me during office hours and you would need to be supported by CU offices on campus. Please, read the articles posted on Canvas about technology if you want to know more about the research behind these policies.

**Classroom Behavior**

Both students and faculty are responsible for maintaining an appropriate learning environment in all instructional settings, whether in person, remote or online. Those who fail to adhere to such behavioral standards may be subject to discipline. Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with race, color, national origin, sex, pregnancy, age, disability, creed, religion, sexual orientation, gender identity, gender expression, veteran status, political affiliation or political philosophy. For more information, see the policies on [classroom behavior](#) and the [Student Code of Conduct](#).

**Requirements for COVID-19**

As a matter of public health and safety due to the pandemic, all members of the CU Boulder community and all visitors to campus must follow university, department and building requirements, and public health orders in place to reduce the risk of spreading infectious disease. Required safety measures at CU Boulder relevant to the classroom setting include:

- maintain 6-foot distancing when possible,
- wear a face covering in public indoor spaces and outdoors while on campus consistent with state and county health orders,
- clean local work area,
- practice hand hygiene,
- follow public health orders, and
- if sick and you live off campus, do not come onto campus (unless instructed by a CU Healthcare professional), or if you live on-campus, please alert [CU Boulder Medical Services](#).

Students who fail to adhere to these requirements will be asked to leave class, and students who do not leave class when asked or who refuse to comply with these requirements will be referred to [Student Conduct and Conflict Resolution](#). For more information, see the policies on [COVID-19 Health and Safety](#) and [classroom behavior](#) and the [Student Code of Conduct](#). If you require accommodation because a disability prevents you from fulfilling these safety measures, please see the "Accommodation for Disabilities" statement on this syllabus.

Before returning to campus, all students must complete the [COVID-19 Student Health and Expectations Course](#). Before coming on to campus each day, all students are required to complete a [Daily Health Form](#).

Students who have tested positive for COVID-19, have symptoms of COVID-19, or have had close contact with someone who has tested positive for or had symptoms of COVID-19 must stay home and complete the [Health Questionnaire and Illness Reporting Form](#) remotely.

### **Accommodation for Disabilities**

If you qualify for accommodations because of a disability, please submit your accommodation letter from Disability Services to your faculty member in a timely manner so that your needs can be addressed. Disability Services determines accommodations based on documented disabilities in the academic environment. Information on requesting accommodations is located on the [Disability Services website](#). Contact Disability Services at 303-492-8671 or [dsinfo@colorado.edu](mailto:dsinfo@colorado.edu) for further assistance. If you have a temporary medical condition, see [Temporary Medical Conditions](#) on the Disability Services website.

### **Preferred Student Names and Pronouns**

CU Boulder recognizes that students' legal information doesn't always align with how they identify. Students may update their preferred names and pronouns via the student portal; those preferred names and pronouns are listed on instructors' class rosters. In the absence of such updates, the name that appears on the class roster is the student's legal name. For remote classes, please, make sure that your Zoom account is displaying the name and pronoun you prefer, when connected for a class, otherwise the faculty might not be able to call you by your preferred way.

### **Honor Code**

All students enrolled in a University of Colorado Boulder course are responsible for knowing and adhering to the Honor Code. Violations of the policy may include: plagiarism, cheating, fabrication, lying, bribery, threat, unauthorized access to academic materials, clicker fraud, submitting the same or similar work in more than one course without permission from all course instructors involved, and aiding academic dishonesty. All incidents of academic misconduct will be reported to the Honor Code ([honor@colorado.edu](mailto:honor@colorado.edu)); 303-492-5550). Students found responsible for violating the academic integrity policy will be subject to nonacademic sanctions from the Honor Code as well as academic sanctions from the faculty member. Additional information regarding the Honor Code academic integrity policy can be found at the [Honor Code Office website](#).



### **Sexual Misconduct, Discrimination, Harassment and/or Related Retaliation**

The University of Colorado Boulder (CU Boulder) is committed to fostering an inclusive and welcoming learning, working, and living environment. CU Boulder will not tolerate acts of sexual misconduct (harassment, exploitation, and assault), intimate partner violence (dating or domestic violence), stalking, or protected-class discrimination or harassment by members of our community. Individuals who believe they have been subject to misconduct or retaliatory actions for reporting a concern should contact the Office of Institutional Equity and Compliance (OIEC) at 303-492-2127 or [cureport@colorado.edu](mailto:cureport@colorado.edu). Information about the OIEC, university policies, [anonymous reporting](#), and the campus resources can be found on the [OIEC website](#).

Please know that faculty and instructors have a responsibility to inform OIEC when made aware of incidents of sexual misconduct, dating and domestic violence, stalking, discrimination, harassment and/or related retaliation, to ensure that individuals impacted receive information about options for reporting and support resources.

### **Religious Holidays**

Campus policy regarding religious observances requires that faculty make every effort to deal reasonably and fairly with all students who, because of religious obligations, have conflicts with scheduled exams, assignments or required attendance. In this class, **you have to let me know about any of the above cases before you miss class..**

See the [campus policy regarding religious observances](#) for full details.

### **Please, be aware**

This course focuses also on how different cultures do business in different ways. A lot of ambiguity and uncertainty is involved in culture, let alone how it appears in international business. To help deal with this, I will offer many personal examples which students have found useful. From a cultural context, some of these examples will differ from what you are used to. In fact, some might be quite surprising. The intention is not to shock or offend anyone. Rather, the point is to illustrate the reality of different cultures and different ways of communication/expression in life, work, and business contexts.

Since the course will be similar to actual international business challenges— involving ambiguity, uncertainty, and cultural differences in communication -- it will be a bit like a lab; your reaction to the course and its topics will provide you valuable feedback about how you will feel in such real-world situations. If you find it intriguing and stimulating, or have significant aversion, those feelings themselves will offer you insight into your future vocational fits and preferences. The class itself will be an “international” experience. Expect cultural issues, including violations of norms that may be considered conventional in the United States and in US post-secondary education. Clearly, every individual in the class must be and will be respected. At the same time, students must examine their own norms. Students hyper-sensitive to anything “different” than the norms and ways of communicating they are used to need to be prepared to stretch their thinking and suspend a tendency to jump to conclusions. If something is either not understood or seems questionable, it must be thoroughly considered in its cultural context. This is not a suggestion that your norms are “wrong” any more than it is a suggestion that your norms are “right.” View this as an opportunity to discuss and consider all views. In Some of the main cultural differences will be related to topics such as sex, languages, and corruption.

### Sex

For example, in some countries and cultures, the topic of sex is totally taboo – especially in business. Yet there also exists another extreme. In some countries, sex may be very prominent and thinly - *if at all* - veiled from business. In many business cultures, taking an important client (or potential client) out for entertainment is expected. Does that entertainment involve only food? Maybe only food and alcohol? In some cultures, even American sub-cultures, alcohol may not be acceptable. In typical American and American Business culture, unless you are otherwise aware, it's probably expected that wine or other alcohol is offered. Yet for American and American business culture, types of entertainment related to sex would be extremely shocking and unacceptable. This may not be the norm elsewhere. To be sure, norms about taking a client out in some countries may involve or be expected to involve prostitution. It may be thinly veiled (e.g. paying for a client's "1:1 private karaoke" entertainment at certain clubs), or even more direct. You or I may personally find this reprehensible. The purpose of this class is not to discuss what I or you "like" or find personally appropriate. It is not to advocate for or against a particular set of norms. Rather, it is to understand the discipline of international business in which major and deep cultural differences may be discovered. If you do not deal well with things that may cause great dissonance with your background and beliefs, international business may not be for you. Similarly, this class may not be for you, since in order to do justice to cultural differences we will be discussing topics and ideas of which you may disapprove, or which may cause you discomfort.

### Languages

One of the challenges in working in international contexts is the ability to deal with different accents, idiomatic expressions, interpretations-translations from other languages, and, more generally, intercultural communication issues. Since English is not my mother tongue, although I am fluent in it, my way of communicating in verbal (and nonverbal) and written English might be perceived as strange to you, although grammatically correct. Again, this is an opportunity for you to assess, through your reaction, your comfort in dealing with that. This will be like a simulation, a training that will make you more suitable to a real world international business. The same concept is true in dealing with all of the international students who usually attend this course. Understand the nuances that might be missed were our conversations in a language that is not your mother tongue. Understand the importance of both clarity in communication and sympathy for the possibility of miscommunication.

### Corruption

Depending on the case studies and on the examples that will discuss along the course, we will examine corruption. Corruption, and ethics generally, may be viewed very differently depending on the business model and the culture we are considering. Acts of corruption may be a common practice in a few countries and a scandalous event in others. This class is not an attempt to validate or accept different ethical standards, but an attempt to acknowledge, understand, and deal with them. For U.S. companies, employee standards are codified in the Foreign Corrupt Practices Act of 1977 (or Bribery ACT 2010 for employees of British companies), regardless of the country or culture. This does not mean the issues will not be confronted and must be considered. The ability to deal with that is part of the topics that we will cover in the course. I invite you to suspend judgments and look at these issues through a broad, cross-cultural lens. It will make your background as an international manager more solid and strong.

**All the policies and information written so far in this and other course documents represent the rules for conduct and behavior in this course. Should any of the links/sources not work or be outdated, then it is your responsibility to look for the updated ones on CU website. Should you break any of these policies, I reserve the right to report you to the appropriate office on campus depending on the type of issue. Thanks for your attention and understanding.**