COURSE SYLLABUS
BUS 686
Building Cross-Cultural Business Competencies
(Argentina & Peru)
Professor: Noel Murray
Interterm 2014

Credits: 3/4

Prerequisites: BUS 604

Catalog Description:
Students will evaluate how differences in national, corporate, and professional culture can best be orchestrated to maximize firm value. The course will also address the applicability of “Western” management techniques across cultures. The class will feature a series of classroom lectures, on-line assignments and a travel component to corporations in countries such as Vietnam, Brazil, Argentina, or Chile.

Essential facility: Classroom with multimedia projection capabilities.

Course Objectives/Outcomes:
1. Students will build their cross-cultural business competencies
2. Students will gain an in-depth knowledge of the challenges and opportunities associated with doing business in at least one non U.S. country
3. Students will increase their knowledge of the complex relationships between globalization and culture
4. Students will understand how national culture can be a source of competitive advantage of nations and a key input to location and sourcing decisions

Major Topics Covered:
- Approaches to the analysis of cultures
- The impact of culture on business
- Culture as a normative distribution
- Culture as meaning
- Intercultural communication
- Problems for the cross-cultural manager
- Culture and globalization
- Reconciling cultural dilemmas
- Focus: In-depth study of target country business culture

Text and Required Readings:

Riding the Waves of Culture: Understanding Diversity in Global Business 3/E Hardcover
Instructional Strategies:
The course will feature one week of intensive coursework, followed by a 10 day international residential to the target country. The lectures will feature multimedia presentations and discussions of assigned text material. Several movies and documentaries relating to the target country history and culture will be assigned for student private viewing. Students will maintain a daily journal focusing on aspects of the residential corporate visits. A final 10 page paper report will be assigned to help students integrate their residential experience.

Methods of Evaluation:
Final Exam ..............................................................  50%
Residential Paper ......................................................  25%
Class & Residential Contributions..........................  25%

Final Exam: One exam based on assigned readings and lectures.
Residential Paper: Students will be required to keep a daily journal during the residential, and write a 10 page analytical paper regarding the challenges and opportunities of doing business with the target business culture.

Class & Residential Contributions: Assessment of in-class contributions to discussions and contributions during residential corporate on-site visits.

Chapman University Academic Integrity Policy:
Chapman University is a community of scholars which emphasizes the mutual responsibility of all members to seek knowledge honestly and in good faith. Students are responsible for doing their own work, and academic dishonesty of any kind will not be tolerated anywhere in the University.

Course Schedule for January, 2014

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>01/09</td>
<td>Creating value through reconciling cultural dilemmas</td>
<td>6-10pm</td>
</tr>
<tr>
<td>01/11</td>
<td>Creating value through reconciling cultural dilemmas</td>
<td>9-1pm</td>
</tr>
<tr>
<td>01/13</td>
<td>Reconciling dilemmas in corporate cultures</td>
<td>6-10pm</td>
</tr>
<tr>
<td>01/14</td>
<td>Brazil Business Culture &amp; Economy</td>
<td>6-10pm</td>
</tr>
<tr>
<td>01/16</td>
<td>Final exam</td>
<td>9-11:30am</td>
</tr>
<tr>
<td>01/18</td>
<td>Depart for Argentina &amp; Peru</td>
<td></td>
</tr>
<tr>
<td>01/28</td>
<td>Return to U.S.A.</td>
<td></td>
</tr>
<tr>
<td>02/04</td>
<td>Final paper due</td>
<td></td>
</tr>
</tbody>
</table>
# Daily Itinerary for Argentina & Peru (Preliminary)

## Sunday, January 19, 2014

**Day One**

### Morning
- **Arrive Buenos Aires**
  - Air
- **Meet ISP Representative at the Airport**
- **Guided Tour of Buenos Aires on the Way from the Airport**
  - Bus/Walk
  - More European than South American in flavor, Buenos Aires is characterized by bustling streets, grand avenues, old-time cafes and stylish restaurants. During the tour you will enjoy old cobble streets and marvel at faded architectural glories and colorfully painted metal houses. You will discover famous landmarks like the Casa Rosada, Plaza de Mayo and the Obelisco.
- **Transfer to the Hotel**
- **Group Lunch**
  - Restaurant

### Afternoon
- **Check-In**

### Evening
- **Welcome Dinner with Parrillada**
- **Return to Hotel**
  - Bus Transfer

## Monday, January 20, 2014

**Day Two**

### Breakfast
- **Local Business Environment**
- **Hotel**

### Morning
- **Visit 1: Where is the Country Heading?**
  - E.g., US Commercial Service
  - Management Presentation, Discussion
- **Group Lunch**
  - Restaurant

### Afternoon
- **Visit 2: The Effects of Soy’s Declining Prices on the Argentinean Economy**
  - E.g., El Tejar (Soy Bean Producer)
  - Management Presentation, Discussion, Tour of Facilities
  - Rest of the Day at Leisure
  - Recommended Activity: Enjoy walking in the fashionable, upscale neighborhood of Recoleta, where you will find cafes, boutiques and galleries
<table>
<thead>
<tr>
<th>Tuesday</th>
<th>January 21, 2014</th>
<th>day three</th>
</tr>
</thead>
<tbody>
<tr>
<td>morning</td>
<td>visit 3: adjusting marketing strategies to local consumers e.g. Colgate-Palmolive management presentation, discussion group lunch</td>
<td>bus transfer/restaurant</td>
</tr>
<tr>
<td>afternoon</td>
<td>visit 4: the reasons behind the company’s continuous investment in Argentina e.g. Chevron Corporation management presentation, discussion</td>
<td></td>
</tr>
<tr>
<td>evening</td>
<td>farewell dinner with tango show return to hotel</td>
<td>bus transfer/restaurant</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Wednesday</th>
<th>January 22, 2014</th>
<th>day four</th>
</tr>
</thead>
<tbody>
<tr>
<td>morning</td>
<td>breakfast/check-out transfer to the airport flight to Lima (duration approx. 5 hrs.) arrive Lima meet ISP representative at the airport group lunch</td>
<td>bus transfer/airport</td>
</tr>
<tr>
<td>afternoon</td>
<td>guided tour of Lima visit Lima’s main historical sites such as Plaza de Armas, the Cathedral, Government Palace, Torre Tagle Palace, for a glimpse of its Imperial times; the tour will end at the Larco Museum where you will see astonishing pieces from Peru’s pre-Columbian times, when the Inca Civilization dominated it</td>
<td>bus transfer/restaurant bus/walk</td>
</tr>
<tr>
<td>evening</td>
<td>welcome dinner with Peruvian dance show return to hotel</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Thursday</th>
<th>January 23, 2014</th>
<th>day five</th>
</tr>
</thead>
<tbody>
<tr>
<td>morning</td>
<td>visit 5: is Peru the Latin American economic star? e.g. KPMG management presentation, discussion group lunch</td>
<td>bus transfer/restaurant</td>
</tr>
<tr>
<td>afternoon</td>
<td>visit 6: the importance of innovation for entrepreneurship e.g. Molinos del Mundo (pastry producer) management presentation, discussion, tour of facilities rest of the day at leisure</td>
<td></td>
</tr>
<tr>
<td></td>
<td>recommended activity: walk around the artisan markets selling nearly everything what Peruvian craftsmanship has to offer. Get the typical souvenirs made from the typical Peruvian Alpaca</td>
<td></td>
</tr>
</tbody>
</table>
### Friday, January 24, 2014

**Breakfast**

**Morning**
- **Visit 7: The Environmental Responsibility as a Competitive Advantage**
  - E.g. Bacchus (beer group)
  - Management presentation, discussion

**Group Lunch**

**Afternoon**
- **Visit 8: Social Media Marketing: The New Way of Addressing Customers**
  - E.g. Add Consulta (online marketing and advertising agency)
  - Management presentation, discussion

Rest of the day at leisure

*Recommended activity: go shopping, have a good meal, relax in a nice café, party in one of the many bars, clubs and discotheques, savor the cultural life and enjoy your time in the Miraflores neighborhood.*

### Saturday, January 25, 2014

**Breakfast/Check-out**

**Morning**
- **Transfer to Cusco** (duration approx.: 1.5 hrs.)
  - Arrive Cusco
  - Meet ISP representative at the airport
  - Transfer to hotel

**Lunch**

**Afternoon**
- **Guided Tour of Cusco**
  - Cusco was the site of the historic capital of the Inca Empire; during this tour you will explore the colonial town around the Main Plaza, enjoy the architecture from the 16th century along Calle Mantas, and visit Archaeological park
  - Rest of the day at leisure

---

**Market Trends**

- **Hotel**
- **Bus/Transfer**
- **Restaurant**

**Depart for Cusco**

- **Hotel**
- **Bus/Transfer**
- **Restaurant**
- **Bus/Transfer**
<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunday</td>
<td>January 26, 2014</td>
<td><strong>Lost City of the Incas</strong>&lt;br&gt;breakfast&lt;br&gt;morning transfer to the train station&lt;br&gt;transfer to Aguas Calientes&lt;br&gt;<strong>Guided tour of Machu Picchu - &quot;The Lost City of the Incas&quot;</strong>&lt;br&gt;experience one of the most beautiful and enigmatic ancient sites in the world. This small but extraordinary city perches atop the mountains at 8000 feet and invisible from below. On the way up, contemplate the amazing view of the landscapes of the Sacred Valley of Urubamba and the Amazon rainforest providing you a small hint of how much Peru has to offer&lt;br&gt;transfer to Aguas Calientes&lt;br&gt;group lunch&lt;br&gt;afternoon transfer to Cusco&lt;br&gt;transfer to hotel&lt;br&gt;rest of the day at leisure</td>
</tr>
<tr>
<td>Monday</td>
<td>January 27, 2014</td>
<td><strong>Transfer to Lima</strong>&lt;br&gt;breakfast/check-out&lt;br&gt;morning transfer to the airport&lt;br&gt;transfer to Lima (duration approx. 1.5 hrs.)&lt;br&gt;arrive Lima&lt;br&gt;meet ISP representative at the airport&lt;br&gt;transfer to hotel&lt;br&gt;lunch on your own&lt;br&gt;afternoon check-in&lt;br&gt;<strong>Free for sightseeing &amp; shopping</strong>&lt;br&gt;evening farewell dinner&lt;br&gt;return to hotel</td>
</tr>
<tr>
<td>Tuesday</td>
<td>January 28, 2014</td>
<td><strong>Depart for USA</strong>&lt;br&gt;breakfast/check-out&lt;br&gt;morning transfer to the airport&lt;br&gt;noon depart for USA</td>
</tr>
</tbody>
</table>