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**CHAPMAN UNIVERSITY**  
ARGYROS SCHOOL OF BUSINESS AND ECONOMICS

Walter Schmid Center for International Business

**COURSE SYLLABUS**  
**BUS 686**  
**Building Cross-Cultural Business Competencies**  
**(Panama & Peru)**  
**Professor: Noel Murray**  
**Interterm 2015**

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  
by Fons Trompenaars & Charles Hampden-Turner, Publisher: McGraw-Hill; 3 edition (December 20, 2011)

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, 2015**

**Meeting**

01/06	Creating value though reconciling cultural dilemmas	6-10pm
01/07	Creating value though reconciling cultural dilemmas	6-10pm
01/08	Reconciling dilemmas in corporate cultures	6-10pm
01/10	Panama & Peru Business Culture & Economy	9-1pm
01/13	Final exam	6-10pm
01/16	Depart for Panama & Peru	
01/26	Return to U.S.A.	
02/02	Final paper due	

## Daily Itinerary for Panama & Peru (Preliminary)

Saturday January 17, 2015		day one
<b>evening</b>	<b>arrive Panama City</b> <b>meet ISP representative at the airport</b> transfer to hotel, check in rest of the day at leisure	<b>arrive Panama City</b> <i>own arrangements</i>  <i>bus transfer</i>
Sunday January 18, 2015		day two
<b>morning</b>	breakfast <b>guided tour of Panama City</b> <i>explore the city with our guide learning about the most important sights, such as Casco Viejo - the first settlement from 16th century, the old city center Casco Antigua with its colonial buildings, the cathedral and San José church.</i>	<b>cultural legacy</b> <i>hotel</i> <i>bus/walk</i>
<b>afternoon</b>	lunch on your own <b>free to relax</b>	
<b>evening</b>	<b>welcome dinner</b> return to hotel	<i>bus transfer/restaurant</i> <i>bus transfer</i>
Monday January 19, 2015		day three
<b>morning</b>	breakfast <b>visit 1: Panama: political and economic conditions &amp; US relations</b> <i>c.g. US Embassy</i> presentation, discussion	<b>international perspective</b> <i>hotel</i> <i>bus full day</i>
<b>afternoon</b>	<b>group lunch</b> <b>visit 2: innovative uses of technology in business</b> <i>c.g. Dell</i> management presentation, discussion rest of the day at leisure	<i>restaurant</i>

Tuesday January 20, 2015		day four
		<b>local business environment</b>
<b>morning</b>	breakfast <b>visit 3: strategic position as a competitive advantage - Panama's role in the region &amp; future potential</b> <i>e.g. Autoridad Canal de Panama (Panama Canal Authority)</i> management presentation, discussion, tour of facilities: <b>Miraflores visitors' Center</b> <i>The Museum at the Center will allow you learn everything you need to know about the Panama Canal history, current operations and the expansion project. You may even witness the transiting vessels pass through the Miraflores Locks from and to the Pacific side of the canal!</i>	<i>hotel</i> <i>bus full day</i>
<b>afternoon</b>	<b>visit 4: specifics of advertising to Panamanian consumers</b> <i>e.g. Star Communications Holding</i> management presentation, discussion rest of the day at leisure	<i>restaurant</i>
Wednesday January 21, 2015		day five
		<b>exploring Lima</b>
<b>morning</b>	breakfast, check out transfer to the airport <b>flight to Lima (duration approx. 3,5 hrs.)</b> arrive Lima <b>meet ISP representative at the airport</b> transfer to the hotel/check in	<i>hotel</i> <i>bus transfer</i> <i>own arrangements</i>
<b>afternoon</b>	<b>group lunch</b> <b>guided tour of Lima</b> <i>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</i>	<i>bus transfer</i> <i>restaurant</i> <i>bus/walk</i>
<b>evening</b>	<b>welcome dinner</b> return to hotel	<i>bus transfer/restaurant</i> <i>bus transfer</i>

Thursday January 22, 2015		day six
		<b>Peruvian heritage</b>
<b>morning</b>	breakfast <b>visit 5: is Peru becoming the Latin American economic star?</b> <i>e.g. KPMG</i> management presentation, discussion	<i>hotel</i> <i>bus full day</i>
<b>afternoon</b>	<b>group lunch</b> <b>visit 6: why we invested in Peru?</b> <i>e.g. BBVA</i> management presentation, discussion rest of the day at leisure	<i>restaurant</i>
Friday January 23, 2015		day seven
		<b>future outlook</b>
<b>morning</b>	breakfast <b>visit 7: challenges &amp; opportunities in doing business in emerging economies - the Peru example</b> <i>e.g. Lumina Copper Peru</i> management presentation, discussion	<i>hotel</i> <i>bus full day</i>
<b>afternoon</b>	<b>group lunch</b> <b>visit 8: social entrepreneurship and poverty alleviation</b> <i>e.g. Visión Solidaria (NGO)</i> management presentation, discussion rest of the day at leisure	<i>restaurant</i>
Saturday January 24, 2015		day eight
		<b>depart for Cusco</b>
<b>morning</b>	breakfast, check out transfer to the airport <b>transfer to Cusco (duration approx. 1,5 hrs.)</b> arrive Cusco <b>meet ISP representative at the airport</b> transfer to hotel, store luggage in the hotel	<i>hotel</i> <i>bus transfer</i> <i>air</i> <i>bus transfer</i>
<b>afternoon</b>	<b>group lunch</b> check in <b>guided tour of Cusco</b> <i>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</i> rest of the day at leisure	<i>restaurant</i> <i>bus/walk</i>

Sunday January 25, 2015		day nine
		<b>lost city of the Incas</b>
early morning	breakfast	hotel
	transfer to the train station	bus transfer
	transfer to Aguas Calientes	train
	<b>guided tour of Machu-Picchu - "The Lost City of the Incas"</b> <i>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</i>	bus/walk
afternoon	transfer to Aguas Calientes	bus transfer
	group lunch	restaurant
	transfer to Cusco	train
	transfer to hotel	bus transfer
	rest of the day at leisure	
Monday January 26, 2015		day ten
		<b>transfer to Lima</b>
morning	breakfast, check out	hotel
	transfer to the airport	bus transfer
	transfer to Lima (duration approx. 1,5 hrs.)	air
	arrive Lima	
afternoon	meet ISP representative at the airport	
	store luggage at the airport	
	transfer to the city center	bus transfer
	lunch on your own	
	<b>free for sightseeing &amp; shopping</b>	
	<b>OR</b>	
	<b>optional cultural event 1: culinary tour</b> <i>learn and taste delicious Peruvian cuisine. With your guide, explore a colorful fruit and vegetable market and visit a local restaurant where you'll learn how to prepare ceviche, a popular seafood dish. You will be introduced to various ingredients and dishes and you will have chance to taste them during the lunch</i>	sts pay individually
evening	<b>farewell dinner</b>	bus transfer/restaurant
	transfer to the airport, pick up luggage	own arrangements
midnight	depart for USA	own arrangements