

Course Information			
Code:	<b>NIN6105</b>	Course:	<b>GLOBAL MANAGEMENT SKILLS</b>
Coordination Area / Program:	<b>FAC. HTG HOTELERIA</b>	Mode:	<b>Presencial</b>
Credits: <b>04</b>	Teaching hours: <b>64</b>	Autonomous Learning Hours: <b>84</b>	
Period: <b>2018-01</b>	Start date and end of period: <b>del 15/03/2018 al 01/07/2018</b>		
Career: <b>ADMINISTRACIÓN HOTELERA - GASTRONOMIA Y GESTIÓN DE RESTAURANTES - INTERNATIONAL BUSINESS</b>			

Detail of Teaching hours							
Sum: <b>64</b>	Theory: <b>56</b>	Practice: <b>0</b>	Laboratory: <b>0</b>	Evaluation Theory: <b>04</b>	Evaluation Practice: <b>0</b>	Reinforcement Theory: <b>04</b>	Reinforcement Practice: <b>0</b>

Course Pre-requisites		
Code	Course - Credits	Career
	> 120 Créditos.	ADMINISTRACIÓN HOTELERA - GASTRONOMIA Y GESTIÓN DE RESTAURANTES - INTERNATIONAL BUSINESS
FC-FBADESHUMA	DESARROLLO HUMANO	ADM. HOTELERA
FC-HOT GESCAPHU	GESTIÓN DE CAPITAL HUMANO	GASTR. GEST. REST. - ADM. HOTELERA

Course Coordinators			
Surname and First Name	Email	Contact Hour	Contact Site
FERNANDEZ CASTRO, JORGE GIOVANNI	jfernandez@usil.edu.pe	LUNES A VIERNES DE 8 A 5PM	FACULTAD CIENCIAS EMPRESARIALES CAMPUS 1

Instructors
You can check the timetables for each teacher in their INFOSIL in the <b>Classes Development Teachers</b> option <b>Teachers</b> .

Course Overview
The course has as its main objective to expose the students to the multicultural challenges of global leadership according to the demands of the current international markets. This course should provide the students understanding of theory and concepts on these subjects and improve their ability to perform successfully across cultures while developing global management skills. The course is both theoretical and practical. It has the goal to contribute in the development and education of global managers who will lead their organizations adapting to the future and constant changes with high tolerance to unfamiliar situations and respect to diverse cultures.

Competences of the Professional Profile	
<b>Professional Competency</b>	CP5 : Leads multidisciplinary teams in multicultural environments and contexts, using effective communication to generate value, inside and outside the company, contributing to the well-being of the community with ethics and social responsibility
<b>Level of Professional Competency</b>	Not apply
<b>USIL General Competencies</b>	Human Development: Apply their self-knowledge, favoring their autonomy and social commitment to intervene as an active agent in the construction of the person who aspires to be and transform their global environment..

Course Learning Outcomes		
General Learning Outcomes	Nº	Specific Learning Outcomes
Identifies and analyzes the challenges for global managers in modern markets.	1.1.	Identifies the differences between a local and a global manager.
	1.2.	Recognizes the characteristics of the new global manager in order to succeed internationally.
Develops global understanding and analyzes different environments.	2.1.	Identifies and differentiates culture and subcultures as well as culture complexities.
	2.2.	Defines global strategy. Identifies cultural, organizational and situational environments.
Identifies and implements global management skills.	3.1.	Improves communication and negotiation skills.
	3.2.	Analyses leadership in global organizations.

Activity Scheduling						
Ses	Sem	(hrs)	Type	Contents	Learning Activities	Resources
<b>Unidad Nº 1: Challenges for Global Managers.</b>						
Specific Outcome: 1.1., 1.2.						
1	1	2	AP	THE NEW GLOBAL REALITIES - Globalization, change, and competitiveness. - The emerging global landscape. - Management and multicultural competence.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power point. - In-class group exercise. - Textbook.
2	1	2	AP	THE NEW GLOBAL REALITIES - Globalization, change, and competitiveness. - The emerging global landscape. - Management and multicultural competence.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power point. - In-class group exercise. - Textbook.
2	1	6	AA	THE NEW GLOBAL REALITIES - Globalization, change, and competitiveness. - The emerging global landscape. - Management and multicultural competence.	- Read, analyze, and review the information. - Prepare for participation.	- Chapter 1 of textbook.
3	2	2	AP	THE NEW GLOBAL MANAGERS - Traditional views of management. - Rethinking managerial roles. - Culture and the managerial role. - Types of global assignments. - Developing global management skills.	- Identify examples. - Lecture with main concepts and applications. - Answer questions.	- Slides in power point. - Case. - Textbook. - Quiz.
4	2	2	AP	THE NEW GLOBAL MANAGERS - Traditional views of management. - Rethinking managerial roles. - Culture and the managerial role. - Types of global assignments. - Developing global management skills.	- Identify examples. - Lecture with main concepts and applications. - Answer questions.	- Slides in power point. - Case. - Textbook. - Quiz.
4	2	6	AA	THE NEW GLOBAL MANAGERS - Traditional views of management. - Rethinking managerial roles. - Culture and the managerial role. - Types of global assignments. - Developing global management skills.	- Read, analyse, and review information. - Prepare for quiz.	- Chapter 2 of textbook and additional readings.
Basic and Supplemental References Required Reading: [1] Steers, R. (2013). <i>Management Across Cultures: Developing Global Competencies</i> (2 <sup>o</sup> ed.). Cambridge; New York : Cambridge University. [2] Mendenhall, M.(2013). <i>Global Leadership: Research, Practice and Development</i> ( 2 <sup>o</sup> ed.). New York: Routledge.						
<b>Unidad Nº 2: Developing Global Understanding.</b>						
Specific Outcome: 2.1., 2.2.						
5	3	2	AP	THE CULTURAL ENVIRONMENT - Cultures and subcultures. - Describing cultures. - Cultural complexities and contradictions. - Culture and institutional environment.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power point. - In-class group exercise. - Textbook.
6	3	2	AP	THE CULTURAL ENVIRONMENT - Cultures and subcultures. - Describing cultures. - Cultural complexities and contradictions. - Culture and institutional environment.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power point. - In-class group exercise. - Textbook.
6	3	6	AA	THE CULTURAL ENVIRONMENT - Cultures and subcultures. - Describing cultures. - Cultural complexities and contradictions. - Culture and institutional environment.	- Read, analyze, and review the information. - Prepare for participation.	- Chapter 3 of textbook.
7	4	2	AP	THE ORGANIZATIONAL ENVIRONMENT - Global strategy and structure. - Regional models of organization. - Control, participation, and decision making. - Organizational culture.	- Identify examples. - Lecture with main concepts and applications. - Answer questions.	- Slides in power point. - Case. - Textbook
8	4	2	AP	THE ORGANIZATIONAL ENVIRONMENT - Global strategy and structure. - Regional models of organization. - Control, participation, and decision making.	- Identify examples. - Lecture with main concepts and applications. - Answer questions.	- Slides in power point. - Case. - Textbook.

				- Organizational culture.		
8	4	6	AA	THE ORGANIZATIONAL ENVIRONMENT - Global strategy and structure. - Regional models of organization. - Control, participation, and decision making. - Organizational culture.	- Researches and develops the outline for the final project. - Read, analyse, and review information.	- Chapter 4 of textbook.
9	5	2	AP	THE SITUATIONAL ENVIRONMENT - People, cognition, and behavior. - Goals and plans. - Individual roles and responsibilities. - Location, location, location.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power point. - In-class group exercise. - Textbook. - Quiz.
10	5	2	AP	THE SITUATIONAL ENVIRONMENT - People, cognition, and behavior. - Goals and plans. - Individual roles and responsibilities. - Location, location, location.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power point. - In-class group exercise. - Textbook. - Quiz.
10	5	6	AA	THE SITUATIONAL ENVIRONMENT - People, cognition, and behavior. - Goals and plans. - Individual roles and responsibilities. - Location, location, location.	- Read, analyze, and review the information. - Prepare for participation and quiz.	- Chapter 5 of textbook.
Basic and Supplemental References Required Reading: [1] Steers, R. (2013). Management Across Cultures: Developing Global Competencies (2°ed.). Cambridge; New York : Cambridge University. [2] Mendenhall, M.(2013). Global Leadership: Research, Practice and Development ( 2°ed.). New York: Routledge.						
<b>Unidad Nº 3: Developing Global Management Skills.</b>						
Specific Outcome: 3.1., 3.2.						
11	6	2	AP	COMMUNICATING ACROSS CULTURES - Interpersonal communication. - Cultural screens on interpersonal communication. - Cognition and communication. - Communication protocols.	- Identify examples. - Lecture with main concepts and applications. - Answer questions.	- Slides in power point. - Case. - Textbook
12	6	2	AP	COMMUNICATING ACROSS CULTURES - Interpersonal communication. - Cultural screens on interpersonal communication. - Cognition and communication. - Communication protocols.	- Identify examples. - Lecture with main concepts and applications. - Answer questions.	- Slides in power point. - Case. - Textbook
12	6	6	AA	COMMUNICATING ACROSS CULTURES - Interpersonal communication. - Cultural screens on interpersonal communication. - Cognition and communication. - Communication protocols.	- Read, analyze, and review information.	- Chapter 6 of textbook.
13	7	2	AP	NEGOTIATING GLOBAL AGREEMENTS - Preparing for global negotiations. - The negotiation process. - Bargaining tactics. - Ethics in global negotiations. - Conflict resolution strategies. - Agreements, contracts, and mutual trust.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power point. - In-class group exercise. - Textbook.
14	7	2	AP	NEGOTIATING GLOBAL AGREEMENTS - Preparing for global negotiations. - The negotiation process. - Bargaining tactics. - Ethics in global negotiations. - Conflict resolution strategies. - Agreements, contracts, and mutual trust.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power point. - In-class group exercise. - Textbook.
14	7	6	AA	NEGOTIATING GLOBAL AGREEMENTS - Preparing for global negotiations. - The negotiation process. - Bargaining tactics. - Ethics in global negotiations. - Conflict resolution strategies. - Agreements, contracts, and mutual trust.	- Review all learned concepts. - Study for midterm exam. - Read, analyze, and review the information. - Prepare for participation.	- Chapter 7 of textbook.
14	7	2	AV	Review	Use weblinks to recycle and review	USIL Virtual Campus
15	8	2	AP	LEADING GLOBAL ORGANIZATIONS - Management and leadership. - Leadership in a global context. - Limitations on contemporary	- Identify examples. - Lecture with main concepts and applications.	- Slides in power point. - Case.

				<p>leadership models.</p> <ul style="list-style-type: none"> <li>- GLOBE leadership study.</li> <li>- Patterns of global leadership.</li> </ul>	- Answer questions.	- Textbook.
16	8	2	AP	<p>LEADING GLOBAL ORGANIZATIONS</p> <ul style="list-style-type: none"> <li>- Management and leadership.</li> <li>- Leadership in a global context.</li> <li>- Limitations on contemporary leadership models.</li> <li>- GLOBE leadership study.</li> <li>- Patterns of global leadership.</li> </ul>	<ul style="list-style-type: none"> <li>- Identify examples.</li> <li>- Lecture with main concepts and applications.</li> <li>- Answer questions.</li> </ul>	<ul style="list-style-type: none"> <li>- Slides in power point.</li> <li>- Case.</li> <li>- Textbook.</li> </ul>
16	8	6	AA	<p>LEADING GLOBAL ORGANIZATIONS</p> <ul style="list-style-type: none"> <li>- Management and leadership.</li> <li>- Leadership in a global context.</li> <li>- Limitations on contemporary leadership models.</li> <li>- GLOBE leadership study.</li> <li>- Patterns of global leadership.</li> </ul>	- Read, analyse, and review information.	- Chapter 8 of textbook.
17	9	2	AP	<p>MANAGING A GLOBAL WORKFORCE</p> <ul style="list-style-type: none"> <li>- The world of work.</li> <li>- Culture and the psychology at work.</li> <li>- Managing employee performance.</li> <li>- Managing incentives and rewards.</li> <li>- Expatriate and local managers.</li> </ul>	<ul style="list-style-type: none"> <li>- Analysis and group discussions.</li> <li>- Lecture with main concepts and applications.</li> <li>- Volunteer Presentation of additional information.</li> </ul>	<ul style="list-style-type: none"> <li>- Slides in power point.</li> <li>- In-class group exercise.</li> <li>- Textbook.</li> </ul>
18	9	2	AP	<p>MANAGING A GLOBAL WORKFORCE</p> <ul style="list-style-type: none"> <li>- The world of work.</li> <li>- Culture and the psychology at work.</li> <li>- Managing employee performance.</li> <li>- Managing incentives and rewards.</li> <li>- Expatriate and local managers.</li> </ul>	<ul style="list-style-type: none"> <li>- Analysis and group discussions.</li> <li>- Lecture with main concepts and applications.</li> <li>- Volunteer Presentation of additional information.</li> </ul>	<ul style="list-style-type: none"> <li>- Slides in power point.</li> <li>- In-class group exercise.</li> <li>- Textbook.</li> </ul>
18	9	6	AA	<p>MANAGING A GLOBAL WORKFORCE</p> <ul style="list-style-type: none"> <li>- The world of work.</li> <li>- Culture and the psychology at work.</li> <li>- Managing employee performance.</li> <li>- Managing incentives and rewards.</li> <li>- Expatriate and local managers.</li> </ul>	<ul style="list-style-type: none"> <li>- Read, analyze, and review the information.</li> <li>- Prepare for participation.</li> </ul>	- Chapter 9 of textbook.
19	10	2	AP	<p>WORKING WITH GLOBAL TEAMS</p> <ul style="list-style-type: none"> <li>- Global teams.</li> <li>- Virtual global teams.</li> <li>- Managing tasks and team processes.</li> <li>- Key success factors in global teams.</li> <li>- Team building strategies.</li> </ul>	<ul style="list-style-type: none"> <li>- Identify examples</li> <li>- Lecture with main concepts and applications</li> <li>- Answer questions.</li> </ul>	<ul style="list-style-type: none"> <li>- Slides in power point.</li> <li>- Case.</li> <li>- Textbook.</li> </ul>
20	10	2	AP	<p>WORKING WITH GLOBAL TEAMS</p> <ul style="list-style-type: none"> <li>- Global teams.</li> <li>- Virtual global teams.</li> <li>- Managing tasks and team processes.</li> <li>- Key success factors in global teams.</li> <li>- Team building strategies.</li> </ul>	<ul style="list-style-type: none"> <li>- Identify examples</li> <li>- Lecture with main concepts and applications</li> <li>- Answer questions.</li> </ul>	<ul style="list-style-type: none"> <li>- Slides in power point.</li> <li>- Case.</li> <li>- Textbook.</li> </ul>
20	10	6	AA	<p>WORKING WITH GLOBAL TEAMS</p> <ul style="list-style-type: none"> <li>- Global teams.</li> <li>- Virtual global teams.</li> <li>- Managing tasks and team processes.</li> <li>- Key success factors in global teams.</li> <li>- Team building strategies.</li> </ul>	- Read, analyse, and review information.	- Chapter 10
21	11	2	AP	<p>LIVING AND WORKING GLOBALLY</p> <ul style="list-style-type: none"> <li>- Global assignments.</li> <li>- Challenges of living and working globally.</li> <li>- Adapting to local cultures.</li> <li>- Managing repatriation.</li> </ul>	<ul style="list-style-type: none"> <li>- Analysis and group discussions.</li> <li>- Lecture with main concepts and applications.</li> <li>- Volunteer Presentation of additional information.</li> </ul>	<ul style="list-style-type: none"> <li>- Slides in power point.</li> <li>- In-class group exercise.</li> <li>- Textbook.</li> </ul>
22	11	2	AP	<p>LIVING AND WORKING GLOBALLY</p> <ul style="list-style-type: none"> <li>- Global assignments.</li> <li>- Challenges of living and working globally.</li> <li>- Adapting to local cultures.</li> <li>- Managing repatriation.</li> </ul>	<ul style="list-style-type: none"> <li>- Analysis and group discussions.</li> <li>- Lecture with main concepts and applications.</li> <li>- Volunteer Presentation of additional information.</li> </ul>	<ul style="list-style-type: none"> <li>- Slides in power point.</li> <li>- In-class group exercise.</li> <li>- Textbook.</li> </ul>
22	11	6	AA	<p>LIVING AND WORKING GLOBALLY</p> <ul style="list-style-type: none"> <li>- Global assignments.</li> <li>- Challenges of living and working globally.</li> <li>- Adapting to local cultures.</li> <li>- Managing repatriation.</li> </ul>	<ul style="list-style-type: none"> <li>- Read, analyze, and review the information.</li> <li>- Prepare for participation.</li> </ul>	- Chapter 11 of textbook.
23	12	2	AP	<p>THE JOURNEY CONTINUES</p> <ul style="list-style-type: none"> <li>- What have we learned?</li> <li>- Where do we go from here?</li> </ul>	<ul style="list-style-type: none"> <li>- Identify examples.</li> <li>- Lecture with main concepts and applications.</li> <li>- Answer questions.</li> </ul>	<ul style="list-style-type: none"> <li>- Slides in power point.</li> <li>- Case.</li> <li>- Textbook.</li> <li>- Quiz</li> </ul>
24	12	2	AP	<p>THE JOURNEY CONTINUES</p> <ul style="list-style-type: none"> <li>- What have we learned?</li> </ul>	<ul style="list-style-type: none"> <li>- Identify examples.</li> <li>- Lecture with main concepts and applications.</li> </ul>	<ul style="list-style-type: none"> <li>- Slides in power point.</li> <li>- Case.</li> <li>- Textbook.</li> </ul>

24	12	6	AA	- Where do we go from here? THE JOURNEY CONTINUES - What have we learned? - Where do we go from here?	- Answer questions - Prepare for Quiz - Works on final project and presentation	- Quiz  - Chapter 12 of textbook.
25	13	2	AP	- Summary of Global Leadership.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power point. - In-class group exercise. - Textbook.
26	13	2	AP	- Summary of Global Leadership.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power point. - In-class group exercise. - Textbook
26	13	6	AA	- Summary of Global Leadership.	- Review all learned concepts. - Work on final project and presentation.	- Slides. - Additional information.
27	14	2	AP	- Review of all concepts learned in class and via research. - Share experiences on their implementations.	- Reflexions on subjects. - Presentation of final project.	- Slides. - Final papers. - Additional articles. - Textbook.
28	14	2	AP	- Review of all concepts learned in class and via research. - Share experiences on their implementations.	- Reflexions on subjects. - Presentation of final project.	- Slides. - Final papers. - Additional articles. - Textbook.
28	14	6	AA	- Review of all concepts learned in class and via research. - Share experiences on their implementations.	- Review all learned concepts. - Works on final project and presentation. - Prepare for final exam.	- Reasearch and final project.
29	14	2	AV	Review	Use weblinks to recycle and review.	USIL Virtual Campus

Basic and Supplemental References Required Reading: [1] Steers, R. (2013). Management Across Cultures: Developing Global Competencies (2°ed.). Cambridge; New York : Cambridge University. [2] Mendenhall, M.(2013). Global Leadership: Research, Practice and Development ( 2°ed.). New York: Routledge.

#### Methodology

The methodology is theoretical and practical combining in a dynamic way the theory with the individual and group participation of students through discussions and debates, analysis of cases, exercises, readings, quizzes, videos, and a final group project.

#### Assessment System

Each of the items of the evaluation scheme and the final grade of the course are rounded to whole numbers. The final grade of the course is the weighted average of the corresponding items: permanent evaluation, partial exam and final exam.

The averages calculated components of the item 'Permanent Evaluation' will keep your calculation with 2 decimals.

Type Evaluation	%Weighing	Observation	Week Assessment	Rezag.
<b>Evaluación Permanente</b>	<b>65%</b>			
<b>Promedio 1</b>	<b>35%</b>			
Actividad 01	60%		14ta	No
Actividad 02	40%		14ta	No
<b>Promedio de Prácticas</b>	<b>30%</b>			
Práctica 1			3ra	No
Práctica 2			6ta	No
Práctica 3			10ma	No
Práctica 4			13ra	No
<b>Trabajo</b>	<b>35%</b>		14ta	No
<b>Examen Parcial</b>	<b>20%</b>			
<b>Examen Final</b>	<b>15%</b>			

#### General Guidelines

##### Title III: Attendance

**Article 11:** Attendance to theory lessons, practice lessons, lab sessions and workshops is regulated in each course's syllabus.

**Article 12:** The student will be able to do the follow-up of their attendance record in Infossil. In case he notices an irregularity, there is a three-day deadline (working days) to ask for an official revision of it.

##### Title V: Evaluation process

**Article 23:** The student who does not take one or more exams of the Ongoing Evaluation will be able to ask for a make-up exam of only

one of them only if the syllabus allows it.

The Academic Calendar indicates the deadline for requesting a make-up exam, the date to pay for it, the fee and the dates when it will be administered. This exam will be about all the topics developed in the syllabus and will replace the exam the student did not take.

**Article 24:** The student who fails to sit for either Mid- term or Final exam on the scheduled date provided in the academic calendar, will be able to take a make- up exam. This grade will replace the exam the student did not take. The student will have 2 (two) days following the day he/she was absent to request the make- up evaluation through Plataforma Institucional. The corresponding fee must be paid in order to process the request.

**Article 25:** The exams have to be taken personally and in-campus or in the branches authorized by the Academic Vice-Presidency. In case that branch is not the regular one where students have their lessons, they will be previously informed. Exams taken through the Virtual Campus are an exception to this article

Midterm, final and make-up exams of the e-learning mode will be administered in-campus, in the classrooms assigned by the university

<b>Course Specific Rules</b>

<b>Attendance Policy</b>	
<b>Total Percentage Absences Permitted</b>	30%

The students who reaches or exceeds the total percentage absences permitted for the course, defined by the total of effective hours, will not be able to take the final exam or the equivalent evaluation defined by the course coordination and therefore will get zero (00) as the score.

<b>Basic and Supplemental References Required Reading</b>
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**Basic References:**

[1] Mendenhall, M. (2013). *Global Leadership: Research, Practice and Development* (2a ed.). New York: Routledge.

[2] Steers, R. (2013). *Management Across Cultures: Developing Global Competencies* (2a ed.). New York: Cambridge University.

**Supplemental References Required Reading:**

[3] Trompenaars, A. (2012). *Riding the waves of culture: understanding diversity in global business* (3a ed.). New York: McGraw-Hill.

[4] McFarlin, D. (2011). *International management: strategic opportunities and cultural challenges* (4a ed.). New York: Routledge.

<b>References Supplementary Reading non-binding</b>
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[1] Guggenheimer, P., & Szulc, M. (1998). *Understanding Leadership Competencies*. Boston: Course Technology Crisp.. Recuperado de <http://site.ebrary.com/lib/bibliosil/docDetail.action?docID=10058856>

[2] Wilson, M., Hoppe, M., & Sayles, L. (1996). *Managing Across Cultures: A Learning Framework*. Greensboro: Center for Creative Leadership. . Recuperado de <http://site.ebrary.com/lib/bibliosil/docDetail.action?docID=10185365>

[3] Certo, S. (2011). *Modern management diversity, quality, ethics and the global environment* (8a ed.). Bogotá: Prentice Hall.

[4] Prince, D. & Hoppe, M. (2000). *Communicating Across Cultures*. Greensboro: Center for Creative Leadership. Recuperado de <http://site.ebrary.com/lib/bibliosil/docDetail.action?docID=10185366>

[5] Wehrich, H. (1993). *Management: a global perspective* (10a ed.). New York: McGraw-Hill.

<b>Approved by:</b>	<b>Validated by:</b>
FERNANDEZ CASTRO, JORGE GIOVANNI	Office of Curriculum Development
Date: 16/03/2018	Date: 16/03/2018