



IBUS 5701-A
International Business
Winter 2025

Instructor: Jinsun Bae, Ph.D.
Email: jinsun.bae@carleton.ca
Office: 7035 Nicol
Office Hours: By appointment
TA: TBA

Class meets: Wednesdays, 8:35 am - 11:25 am

Course Calendar Description:

Managerial and strategic implications of differing international environments for a variety of business functions including structure and control, managing human resources, marketing, finance and logistics. Complexities of working across political and cultural boundaries.

Course Description:

Propelled by the tremendous growth of international trade and cross-border investment, globalization has brought markets and people together in the past 50 years. Such an environment gave rise to multinational companies (MNCs) that play a crucial role in supporting and shaping the globalization of markets and production. Meanwhile, national differences in legal, political, and social environments continue to inform and influence how companies enter foreign markets and how MNCs design their global strategies. In recent years, geopolitical tension and grand challenges such as the pandemic and climate change have disrupted global supply chains, forcing companies to navigate a new reality of slower and bumpy globalization.

Facing this dynamic and uncertain international business environment, global managers need to develop and implement timely and well-informed decisions involving multiple countries, cultures, and contexts. This course aims to help prospective global managers gain topical knowledge on the environment of international business and the global strategies of companies (especially MNCs) and enhance their critical thinking and analytical skills. The course also introduces the topic of sustainability in the context of international business.

Course Learning Objectives:

1. Understand the relationship between business and its environment
2. Analyze the impact of global business issues on specific management situations
3. Analyze a country's economic, legal, political, and cultural environment and identify its suitability for a given company's expansion
4. Formulate business strategies and a management plan that is supportive of corporate goals and compatible with local conditions
5. Identify areas for personal development for a successful global career

Required Materials:

A list of readings has been compiled for the course. They are accessible online or through Carleton library. Some materials, including business cases, will be made available and accessible on the course Brightspace through “ARES Reserves”. **Students are not required to purchase textbooks for other learning materials for this course.**

Drop Course Policy: The deadline for academic withdrawal follows the dates prescribed by Carleton University: <https://calendar.carleton.ca/academicyear/>

Grading Scheme:	Review quiz	15 %
	MNE profile	5 %
	Group assignment	30 %
	Individual report	35 %
	Participation	15 %
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	TOTAL	100%

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components.

- Review Quiz
The quiz is designed to assess the student’s understanding of key international business concepts in the class material. The student will take this quiz on a laptop in-class during the last hour of Week 5 (Feb 5).
- MNE Profile
Each student will select a multinational enterprise (MNE) and write a brief profile on Brightspace. The student cannot select a well-known global MNE (e.g., Apple, Tesla, H&M, Zara, etc.) or any MNE ranked within the 1000th of Fortune’s Global 2000 list.
- Group Project & Presentation
Each group will submit a group project report and present their key findings in class (Week 6). The group will select a MNE company and analyze the global value chain environment it faces as well as the company’s global strategy. In addition to submitting a group work, each student will be asked to assess fellow group members’ contribution. This confidential peer evaluation is to understand the actual division of labor in group work and deter free riding.
- Individual Company Report
Building up on the group report, each student will analyze a country that the studied MNE has a potential to expand and answer a set of questions provided by the instructors. For this assignment, the student needs to collect publicly available data and apply the theories and concepts learned in the course.
- Participation
We learn best when we come to class fully prepared to participate. This includes having read all reading assignments prior to class and participating in class discussions and activities. This grade will be based on the student’s attendance and the quality of participation in learning activities.

Attendance:

With this course, we are creating a learning community. Everyone has a responsibility to take part and foster peer learning, and learning occurs when the student is in the class. Students should have a legitimate reason for a class absence and will be asked to provide appropriate documentation.

Late Assignments (applicable for the individual report)

To ensure fairness for all students, penalties will be applied to late assignments. Failure to submit an assignment on time will result in an initial penalty of five (5) percentage points, followed by an additional (5) percentage points per day (24 hours) thereafter. For example, an assignment that would normally merit a grade of 80% would receive a grade of 75% if submitted after the deadline on the due date, 70% if submitted the following day, and so on. Requests for extension will be considered only in emergency cases such as illness and family emergency.

Communication and Emails:

Information such as assignment instructions and updates in the course outline will be communicated during class and on Brightspace. Brightspace will be the primary source for course materials including announcements, instructions for quizzes and assignments, supplemental learning materials, etc. so check this site regularly. In case of class cancellation due to unforeseen circumstances, an announcement will be posted on Brightspace as soon as possible.

The instructor will try her best to answer questions (on Brightspace and via email) within 24 hours. Email responses can be expected during Monday – Friday, 9 AM – 6 PM, although the instructor may email outside of this period if urgent communication is needed. Clearly indicate the course and the section in the subject line to speed up replies.

COURSE SCHEDULE

Day	Topic	Readings
Week 1 Jan 8	Course introduction Globalization International trade	<ul style="list-style-type: none"> • Trade and Globalization. <i>Our World in Data</i> (until before “Trade generates efficiency gains”). https://ourworldindata.org/trade-and-globalization# • DHL Global Connectedness Tracker. https://www.dhl.com/global-en/microsites/core/global-connectedness/tracker.html
Week 2 Jan 15	Foreign direct investment Global value chain	<ul style="list-style-type: none"> • UNCTAD (2024) <i>World Investment Report Overview</i> (https://unctad.org/system/files/official-document/wir2024_overview_en.pdf, until p.8) • Gereffi and Fernandez-Stark (2016) <i>Global Value Chain Analysis: A Primer</i> (2nd ed) https://dukespace.lib.duke.edu/server/api/core/bitstreams/fd7a47de-df3b-4a75-9749-e5113e28def3/content
Week 3 Jan 22	Global value chain (continued)	<ul style="list-style-type: none"> • Gereffi and Fernandez-Stark (2016) <i>Global Value Chain Analysis: A Primer</i> (2nd ed) https://dukespace.lib.duke.edu/server/api/core/bitstreams/fd7a47de-df3b-4a75-9749-e5113e28def3/content
Week 4 Jan 29	Multinational enterprises Global strategy	<ul style="list-style-type: none"> • Kudina, Yip & Barkena. (2008) <i>Born Global</i>. London Business School Review. https://www.london.edu/think/born-global • Ghemawat, Pankaj. “Reconceptualizing International Strategy and Organization.” <i>Strategic Organization</i> 6, no. 2 (2008): 195–206. http://www.jstor.org/stable/23728645
Week 5 Feb 5	International management Review quiz	<ul style="list-style-type: none"> • To be announced later
Week 6 Feb 12	Group project presentations	
Individual report deadline: 11:59 PM, Feb 28 (Friday) in Ottawa time		

NOTE: The international business landscape evolves rapidly. To keep up with these changes and enhance your learning experience, additional readings will be incorporated to reflect the latest developments. This schedule is tentative and may change during the term. I will communicate changes during class and on Brightspace.

Contribution to Program Learning Goals ([MBA](#)):

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught <u>and</u> Assessed
MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i>		✓		
MB2 Communication <i>Graduates will be effective communicators</i>		✓		
MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>				✓
MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i>		✓		
MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i>				✓
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i>		✓		

ADDITIONAL INFORMATION

Course Sharing Websites:

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Recommended Calculator for Examinations:

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group Work:

The Sprott School of Business encourages group assignments. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Peer Evaluation for Group Work

To deter social loafing and ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. This information will be used when assigning the grade for the final project. The procedure is as follows: Each student should take 100 points and allocate those points to the various members of the group (including him/her/themselves) to reflect the contributions made by each member. For instance, if there are four members in a group and everyone contributed equally, each individual would receive 25 points. Conversely, if an individual contributed relatively little, the remaining group members might allocate few points to that member. To ensure that these peer evaluation scores are reasonable and free from personal bias, you will be asked to provide a written explanation for your point allocation.

Letter Grades:

In accordance with the Carleton University Undergraduate Calendar (p. 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations:

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodation:

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

- **Pregnancy**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Religious Obligations**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. <https://carleton.ca/pmc/>

- **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: <https://students.carleton.ca/course-outline/>

Academic Integrity:

Violations of academic integrity—presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student—are a serious academic offence, weaken the quality of the degree, and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>

Centre for Student Academic Support:

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: <https://carleton.ca/csas/>

Ojigkwanong Centre:

Ojigkwanong Centre is a place where Indigenous students can study, socialize, and participate in academic and cultural programming. Located at 228 Paterson Hall, this space features a medicine lodge, kitchenette, lounge, study space, computer lab and telephone booth. The Centre is open Monday to Friday from 8:30 am to 4:30 pm. To read more about Ojigkwanong, please visit: <https://carleton.ca/indigenous/cisce/students/ojigkwanong-indigenous-student-centre/>

Individual Culturally-Relevant Counselling Services:

Centre for Indigenous Support and Community engagement has two in-house accredited counsellors to help support Indigenous students. Our students can simply reach out to The Centre, request to meet with a counsellor, and can work through their concerns. Students do not need to worry about payment or insurance, as this service is free of charge to all Indigenous students. To learn more about counselling support, please visit: <https://carleton.ca/indigenous/students/individual-counselling/>

Other Important Information:

- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean’s approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton email account. If you do not have or have yet to activate this account, you can do so by visiting <https://carleton.ca/its/get-started/new-students-2/>