



IBUS 5701 A: International Business

Winter 2026

Instructor	Sasha Valgardsson
Email Address	sashavalgardsson@cmail.carleton.ca
Class Times	Thursday, 2:35 – 5:25pm
Modality	In Person
Office Hours	By Appointment
Office Location	Online (or in-person by appointment)
TA Name/Email	TBA

Pre-Requisites & Preclusions:

Prerequisites: None

Preclusions: BUSI 5001

<https://calendar.carleton.ca/grad/courses/>

Course Description/Instructor's Statement

Carleton Calendar Description (Find at <https://calendar.carleton.ca/grad/courses/>)

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.

Instructor's Description:

In the past 50 years, globalization has brought markets and people together through the tremendous growth of international trade and cross-border investment. This environment has given rise to multinational companies (MNCs) that play a crucial role in supporting and shaping the globalization of markets and production. National differences in legal, political, and social environments influence and inform how companies enter foreign markets and how MNCs design their global strategies. Geopolitical tension and grand challenges such as the pandemic and climate change in recent years have disrupted global supply chains and have forced companies to navigate a new reality of globalization. As the nature of global work continues to evolve—especially during times of economic and social adversity—there is an increased need to explore these “new” forms of work, such as virtual workforces, flexible work arrangements, and engagement with artificial intelligence.

Responding to the increasingly dynamic and uncertain international business environments requires global managers to develop and implement timely and well-informed decisions involving multiple cultures, countries, and contexts. This course aims to help prospective global

managers gain topical knowledge on the international business environment and the global strategies of companies, while enhancing their critical thinking and analytical skills.

Course Learning Objectives:

1. Understand the relationship between business and its environment;
2. Analyze a country's economic, legal, political, and cultural environment and identify its suitability for a given company's expansion
3. Understand the dynamic role of culture in business practices within an organization and when evaluating business opportunities in international settings;
4. Develop strategies for effective global virtual work;
5. Identify areas for personal development for a successful global career

Required/Optional Materials & Prices

A list of readings has been compiled for the course. All materials, including business cases, will be made available and accessible on the course Brightspace. The articles will be compiled in a course pack available for purchase online.

Grading Scheme

Case Preparations	30
In Class Assignments/Contribution	25
Final Exam	45
TOTAL	100%

Important Dates to Note

Case preparation 1	January 15 th
Case preparation 2	February 5 th
Case preparation 3	February 12 th
Final Exam	February 26 th

Policies & Accommodations

<https://students.carleton.ca/course-outline/>

<https://carleton.ca/pmc/current-students/academic-accommodations/>



Stay updated with important notifications and announcements from Carleton University, by downloading the Carleton University App!

Additional Information on Deliverables and Grading

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.

- **Case Analysis:** To enhance student's learning, numerous case studies will be utilized throughout the term. All of the case preparations will be submitted prior to class followed by a lively discussion and Q&A period during class. Students will be assessed based on their arguments, ability to communicate their critical thinking, and their ability to integrate both course concepts and ideas from their past experiences. Further details on the cases will be provided during class.
- **Class Contribution:** 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 (such as discussion of the case analyses). This grade will be based on the student's attendance and the quality of participation in learning activities.
- **Final Exam:** The final exam will take place February 26th. The exam will be based on in course concepts and content and will build upon the previous cases completed in class. Further details will be provided in class related to the exam scheduling, content, as well as deferral dates.

Late Assignments:

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 (2) percentage points per day 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, 73% if submitted the following day, and so on. Requests for extension will be considered in cases of illness, family emergency, or other exceptional circumstances.

Use of Generative Artificial Intelligence

AI use in this course varies by assignment. Some activities will explicitly invite you to use AI tools; others will require work completed independently. Please read each assignment's instructions carefully for permitted and prohibited uses. When AI is used, be transparent about how you used it and apply critical judgment to verify its accuracy and relevance.

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>		✓		

COURSE SCHEDULE*

Week	Date	Topic/Agenda	In Class Deliverables	Required Readings (to be completed before class)
1	January 8 th , 2026	Course Introduction Globalization & MNCs		<ul style="list-style-type: none"> Altman, S. & Bastian, C., (2023). The State of Globalization in 2023. <i>HBR</i> Kelly, N. (2020). Looking for New Global Markets? Bigger isn't Always Better. <i>HBR</i> <p><i>Supplemental Readings:</i></p> <ul style="list-style-type: none"> Singh et al., (2025). The Hidden Cost of Rushing into Emerging Markets. <i>HBR</i> Frick, W. (2022). What the Next Era of Globalization Will Look Like. <i>HBR</i>
2	January 15 th , 2026	The Cultural Environment	<p>Case Preparation 1—Daly, S. (2025). Adapting to Win: Lessons Across Cultures. <i>HBR</i></p> <p>Written case responses due January 15th at 6am.</p>	<ul style="list-style-type: none"> Molkinsky, A. & Hahn, M. (2024). Building Cross-Cultural Relationships in a Global Workplace. <i>HBR</i> Meyer, E. (2015). When culture doesn't translate. <i>HBR</i> <p><i>Supplemental Readings:</i></p> <ul style="list-style-type: none"> <i>Harvard Business Review. (2015). Leadership Across Cultures.</i>
3	January 22 nd , 2026	Cross Border Trade and Investment		<ul style="list-style-type: none"> <i>How to build a strategy for coming trade battles</i> <i>Global Supply Chains in a Post-Pandemic World</i> <p><i>Supplemental Readings:</i></p> <ul style="list-style-type: none"> <i>Lessons Learned from Brazilian Multinationals' Internationalization</i>

				<i>Strategies</i>
4	January 29 th , 2026	Experiences from a MNE COO	Guest Lecture	<i>Prepare questions related to International Experience, International Trade, and living abroad!</i>
5	February 5 th , 2026	Managing a Global Workforce	<p><i>Case Preparation 2—Sinha, A. (2025) Remote Work Policy: A Matter of Time? HBR</i></p> <p>Written case responses due February 5th at 6am.</p>	<ul style="list-style-type: none"> • <i>How Much Autonomy Should You Give Your Global Teams?</i> • <i>Research: How Companies Can Support Managers They Send Abroad</i> • <i>How to Build Strong Business Relationships – Remotely</i> • <i>Research: Gen AI Changes the Value Proposition of Foreign Remote Workers</i>
6	February 12 th , 2026	Global Strategy	<p><i>Case Preparation 3—Kim, H (2023). Lululemon: Driving Global Growth. HBR</i></p> <p>Written case responses due February 12th at 6am.</p>	<ul style="list-style-type: none"> • Brennan, L. (2018). How Netflix Expanded to 190 Countries in 7 Years. <i>HBR</i> • Dahlhoff, D. (2015). Why Target's Canadian Expansion Failed. <i>HBR</i>

*Changes to the course schedule will be communicated via Class/Brightspace.

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/themself) 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 detailed 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:

<https://calendar.carleton.ca/grad/gradregulations/>

Requests for Academic Accommodation:

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request

processes, including information about the Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

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: [Pregnancy Academic Accommodation Information - Equity and Inclusive Communities](#)

- **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: [Academic Regulations for Students with Religious Obligations < Carleton University](#)

- **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: [Sexual Violence Prevention & Survivor Support - Equity and Inclusive Communities](#)

- **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/>

Other Important Information:

- Students must always retain a 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 cmail 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/>