



IBUS 5701P: International Business

Summer 2026

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|------------------------|--|
| Instructor | Prof. Guoliang Frank Jiang |
| Email Address | frank.jiang@carleton.ca |
| Class Times | Fri, June 5, 8:35 am - 5:25 pm Sat, June 6, 8:35 am - 5:25 pm |
| Modality | In-person |
| Office Hours | By appointment |
| Office Location | 5056 Nicol Building |
| TA Name/Email | |

Pre-Requisites & Preclusions:

Prerequisites: n/a

Preclusions: BUSI 5001

Course Description/Instructor's Statement

Carleton 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 Learning Objectives:

After successfully completing this course, you will be able to:

1. Explain how institutional conditions at the national and global levels shape international business and the operations of multinational enterprises.
2. Evaluate why firms expand internationally and the opportunities, risks, and managerial challenges involved in cross-border operations.
3. Formulate and assess strategic plans aimed at achieving successful foreign market entry and sustained operational excellence.

Required/Optional Materials & Prices

Readings

A list of articles has been compiled for the course (see Course Schedule in this document). These readings are available at "ARES Reserves" on Brightspace.

Coursepack

A coursepack comprising of case studies has been created at the Ivey Publishing website. Follow the link (<https://www.iveypublishing.ca/s/ivey-coursepack/a1ROF000005rcp52AA>) to purchase

this required material before the course starts. It is strongly recommended that you use your Carleton email address when you register for a student account.

Grading Scheme

| | |
|------------------------------|-------------|
| * Country screening exercise | 15% |
| Country screening memo | 35% |
| Case study memo | 30% |
| Class participation | 20% |
| Total | 100% |

* Items with asterisk are group components

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.

Country Screening Exercise

In this two-part, in-class exercise, teams evaluate foreign market options for a company. The exercise helps students integrate market attractiveness with institutional analysis in international business decision-making.

Country Screening Memo

Building on the in-class country screening exercise, students will prepare a memo for the company's senior management individually. The purpose of this memo is not to repeat the work your team submitted in class, but to synthesize, refine, and extend in-class analysis and discussion.

Case Study Memo

Students will participate in a two-part, in-class case study on a company's strategic challenges in international markets (the case will be provided in class). Following the in-class discussion, students will individually prepare a memo that can demonstrate their ability to move from case-specific recommendations to a broader, conceptually grounded evaluation of the strategic logic behind a firm's global operations.

Individual Class Participation

Participating in class discussion, especially case studies, is an essential component of this course. Critical analysis and constructive criticism are prerequisites to both learning and action. I strive to

create a “riskless” environment in which students can freely test their ideas and improve critical thinking and communication skills. Participation grades will be based on the quality and frequency of one’s in-class comments. The following four-point scale guideline indicates how I evaluate individual contribution. Your final participation mark is determined by the recorded performance throughout the course.

| Contribution | | Examples |
|--------------|---|---|
| None | 0 | <ul style="list-style-type: none"> • Not prepared for or not involved in class discussion |
| Basic | 1 | <ul style="list-style-type: none"> • Responds to questions about case facts • Shows basic understanding of course concepts • Seeks or offers clarification of points raised by others |
| Moderate | 2 | <ul style="list-style-type: none"> • Offers clear, concise analysis relevant to class discussion • Applies theoretical concepts to case materials • Builds on peer comments to advance class discussion |
| Advanced | 3 | <ul style="list-style-type: none"> • Introduces original ideas and supports them with theoretical concepts and case facts • Reflects deep and nuanced understanding of course concepts • Ties viewpoints together and suggests management implications |

Late Assignments:

To ensure fairness for all students, penalties will be applied to late assignments. Submissions beyond the deadline will incur increasing penalties of 10 percentage points per day. Submissions more than 5 days late will not be accepted and a grade of 0 will be issued. For example, if an assignment received an original grade of 9/10 (i.e., 90%) and was 2 days late, the final assigned grade would be 7/10 (i.e., 70%). Requests for extension will be considered in cases of illness, family emergency, or other exceptional circumstances.

Preparation and Participation:

Refer to the *Grading Scheme* section for more details.

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

| Day | Topic | Readings |
|--------------------|--|--|
| Day 1, Module 1 | <u>Coursepack</u> <u>case:</u> Forta Furniture | <p><u>Required reading:</u></p> <ul style="list-style-type: none"> • Ghemawat, P. 2001. Distance still matters: The hard reality of global expansion. <i>Harvard Business Review</i>, 79(8): 137-147. • Khanna, T., Palepu, K., & Sinha, J. 2005. Strategies that fit emerging markets. <i>Harvard Business Review</i>, 83(6): 63-76. <p><u>Optional reading:</u></p> <ul style="list-style-type: none"> • North, D. C. 1994. Economic performance through time. <i>American Economic Review</i>, 84(3): 359-368. • Acemoglu, D., & Robinson, J. 2012. The making of prosperity and poverty (Chapter 3), <i>Why Nations Fail</i>: 70-95. New York: Crown Business. |
| Day 1, Module 2 | <u>Coursepack</u> <u>case:</u> NorthCan | <p><u>Required reading:</u></p> <ul style="list-style-type: none"> • Khanna, T. 2014. Contextual intelligence. <i>Harvard Business Review</i>, 92(9): 58-68. • Manuel, L. 2022. 6.1 International entry modes. In L. Manuel (Ed.), <i>Global Marketing In a Digital World</i>. <p><u>Optional reading:</u></p> <ul style="list-style-type: none"> • Earley, P. C., & Mosakowski, E. 2004. Cultural intelligence. <i>Harvard Business Review</i>, 82(10): 139-146. • Meyer, E. 2014. Navigating the cultural minefield. <i>Harvard Business Review</i>, 92(5): 119-123. |
| Day 2, Module 3 | <u>Coursepack</u> <u>case:</u> Okepas | <p><u>Required reading:</u></p> <ul style="list-style-type: none"> • Ghemawat, P. 2007. Managing differences: The central challenge of global strategy. <i>Harvard Business Review</i>, 85(3): 58-68. <p><u>Optional reading:</u></p> <ul style="list-style-type: none"> • Cohen, J. 2024. 5 rules for companies navigating geopolitical volatility, <i>Harvard Business Review</i>. • Chipman, J. 2016. Why your company needs a foreign policy. <i>Harvard Business Review</i>, 94(9): 36-43. |
| Day 2, Module 4 | | <p><u>Required reading:</u></p> <ul style="list-style-type: none"> • Donaldson, T. 1996. Values in tension: Ethics away from home. <i>Harvard Business Review</i>, 74(5): 48-62. • Shih, W. 2020. Global supply chains in a post-pandemic world. <i>Harvard Business Review</i>, 98(5): 82-89. <p><u>Optional reading:</u></p> <ul style="list-style-type: none"> • Kuepper, D., Lang, N., & Nordemann, J. 2025. Tariffs, technology, and the new geography of manufacturing, <i>Harvard Business Review</i>. • Villena, V., & Gioia, D. 2020. A more sustainable supply chain. <i>Harvard Business Review</i>, 98(2): 84-93. |

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.

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: <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/>

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/>