



**Carleton**  
University

**Sprott**  
School of Business

**IBUS 5701-A**  
**International Business**  
**Winter 2022**

**Instructor:** Jinsun Bae  
**Email:** jinsun.bae@carleton.ca  
**Office:** Nicol building (will inform the precise office location in class)  
**Office Hours:** By appointment

**Class Meeting:** Thursday, 2:35 pm - 5:25 pm Nicol Building 4030

**Learning Modality:** Each week, attending class for this course will normally require the following time commitment (excluding readings and assignments) :

- 3 hours in-person

*\* For the Winter 2022 term, students who are unable to attend class in-person will be able to participate remotely.*

**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”.

**Final Exam Date:** Not applicable

**Drop Course Policy:** The deadline for academic withdrawal is the last day of classes (each term).

**Grading Scheme:**

Review quiz #1	15%
Review quiz #2	15%
Reflection of guest lecture (individual)	10%
Group assignment	20%
Participation	5%
Final company report (individual)	35%
<b>TOTAL</b>	<b>100%</b>

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.

- Two review quizzes (Jan 26 & Feb 9)  
The quiz is designed to assess the student’s understanding of key points in the lectures and course reading. The quiz will be available on Brightspace from one day before and close before the beginning of class. During this window, the student can take the quiz at any time (expected to take 15 – 20 minutes).
- Reflection of guest lecture (individual)  
Guest lecture(s) are being planned (between Week 3 and 5), and detailed information (speaker and time and date) will be available in January 2022. After the guest lecture, each student will write a short reflection piece that addresses a set of questions provided by the instructor.
- Group project (by Feb 17)  
Students will form groups and perform a comparative analysis on the global strategies of Costco Wholesale (Week 5) and Lego (which they learned in the previous Strategic Concepts course). 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. More information on this group project will be available in late January.

- Participation

As a small class, each student's attendance, preparation, and participation (offline and online) matter in creating an interactive and peer-to-peer learning environment. At the same time, different students participate in the learning process differently. Rather than measuring an absolute amount of student's explicit and visible participation, this evaluation area is to encourage student discussion in the classroom and on Brightspace and to notice and help those who lack engagement with lectures and other learning materials.

- Final company report (individual, by Mar 2)

Each student will select a company and write a report that addresses a set of questions provided by the instructors. To write this report, the student needs to collect publicly available data and apply the theories and concepts learned in the course. It is an individual submission, due by the end of March 2. Instructions on this final assignment will be provided in the week 5 class.

### **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 (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, family emergency, or other exceptional circumstances.

### **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.

- For questions about course content, assignments, or policies, please post them on the "Ask the Instructor" forum on Brightspace. In this way, the instructor's answers can benefit other students in class.
- If the student has a question regarding his/her/their own work for the assignment or wants to discuss a private matter, email the instructor. An online meeting will be scheduled if needed and upon consultation with the student.

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–7 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	Agenda/Readings	Pre-class Prep
Week 1 Jan 13	Course introduction Globalization	<u>Readings</u> <ul style="list-style-type: none"> <li>Altman and Bastian (2021) The State of Globalization in 2021. Harvard Business Review</li> <li>Economist (2020) Will Covid Kill globalization. Economist. (<a href="https://youtu.be/KJhlo6DtJlk">https://youtu.be/KJhlo6DtJlk</a>)</li> </ul>	
Week 2 Jan 20	International trade Foreign direct investment	<u>Readings</u> <ul style="list-style-type: none"> <li>Roscini &amp; Lobb (2017) Evolving Trends in Global Trade. Harvard Business Publishing</li> <li>Peter Debaere (2009) Multinationals and Foreign Direct Investment. Darden Business Publishing.</li> </ul>	
Week 3 Jan 27	Global value chain	<u>Readings</u> <ul style="list-style-type: none"> <li>Gereffi and Fernandez-Stark (2016) Global Value Chain Analysis: A Primer (2<sup>nd</sup> ed)</li> <li>The lifecycle of a t-shirt: (<a href="https://youtu.be/BiSYoeqb_VY">https://youtu.be/BiSYoeqb_VY</a>)</li> </ul>	<b>Review quiz</b> (week 1 & 2) prior to class
Week 4 Feb 3	Multinational enterprises	<u>Readings</u> <ul style="list-style-type: none"> <li>Cuervo-Cazurra (2012) Extending theory by analyzing developing country multinational companies: Solving the Goldilocks debate. <i>Global Strategy Journal</i>. 2(3).</li> </ul>	
		<u>Activity</u> <ul style="list-style-type: none"> <li>Case analysis: Taiwan Semiconductor Manufacturing Company Limited: Global Leadership in Chipmaking</li> </ul>	
Week 5 Feb 10	Foreign market entry Global strategy	<u>Readings</u> <ul style="list-style-type: none"> <li>Siegel (2007) Introduction to Global Strategy. Harvard Business Publishing</li> </ul>	
		<u>Activity</u> <ul style="list-style-type: none"> <li>Case analysis: Costco Wholesale Corporation: Market Expansion and Global Strategy</li> </ul>	<b>Review quiz</b> (week 3 & 4) prior to class
Week 6 TBD (late March)	Sustainability in international business - <i>Co-teaching with Prof. Rodney Nelson</i>	<u>Readings:</u> <ul style="list-style-type: none"> <li>Villena &amp; Gioia (2020) A More Sustainable Supply Chain. Harvard Business Review</li> <li>Two articles by Judd &amp; Kuruvilla (2021) on Sourcing Journal                             <ul style="list-style-type: none"> <li>- Why Aren't We Making Progress on Labor Conditions? (<a href="https://sourcingjournal.com/topics/labor/labor-conditions-supplier-audits-worker-rights-new-conversations-project-cornell-262149/">https://sourcingjournal.com/topics/labor/labor-conditions-supplier-audits-worker-rights-new-conversations-project-cornell-262149/</a>)</li> <li>- These 3 Sourcing Nations Flagged for 'Unreliable' Factory Audits (<a href="https://sourcingjournal.com/topics/compliance/factory-audit-fraud-china-india-ethiopia-sourcing-cornell-new-conversations-272392/">https://sourcingjournal.com/topics/compliance/factory-audit-fraud-china-india-ethiopia-sourcing-cornell-new-conversations-272392/</a>)</li> </ul> </li> </ul>	Upload the group project by <b>Feb 17</b>
Final individual assignment deadline: <b>23:59PM, March 2 (Wednesday) in Ottawa time</b>			

**NOTE:** 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](#)):**

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

### 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](mailto: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 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 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/>