



**Carleton**  
University

**Sprett**  
School of Business



**Entrepreneurial Strategies**  
**BUSI 4708 A**  
**Fall 2021**

**Instructor:** Dennis Sakalauskas

**Office Hours:** Available upon request by email or requested at class/lectures

**Email:** dennis.sakalauskas@carleton.ca

**Class Location:** Azrieli Theatre #102

**Modality:** In-person on campus lectures

**Pre-requisites & precluded Courses:** Fourth year standing, BUSI 2702 or BUSI 3703.

<b>Course Deliverable</b>	<b>Due Date</b>	<b>Weight on Final Grade</b>
Individual Participation	Sessions 2 - 13	10%
Team Case-based Application Exercises	See Course Outline	Best 2 / 3 cases 20%
Team International Expansion & Operations Plan - Presentation	Tuesday, November 23rd	10%
Team International Expansion & Operations Plan - Final Report	Thursday December 9th by 2:00pm EST	20%
Final Exam	During Formal Exam Schedule	40%

## **Course Description**

This course primarily focuses on international expansion with considerations of operations, while also great attention to the internationalization process. This includes , but is not limited to methods of international expansion including marketing, sales, online brand awareness in new markets and strategic partnerships as well as international market selection, investment location, and market service.

More specifically, while Canada remains an open, resource-based economy and it is also now recognized as an emerging leader in the service, information technology, digital and communication sectors. However, despite the progress made at diversifying Canada's industrial base, little progress has been made in diversifying Canada's export market base since approximately 85% of Canada's exports still go south of the border (USA).

International expansion of Canadian businesses requires improvement; less than 1% of all Canadian businesses are considered large businesses (more than 500 employees). Innovation from a product and also from a service standpoint are required, but also innovation from a marketing standpoint with developing strong branding (globally) and also to more effectively sell Canadian products and services, so to grow and into greater companies and also to progress to multi-national levels that is sustainable over time.

Also, networked marketplace where R&D, production, distribution, and marketing activities of firms are increasingly becoming globally dispersed, supply chains are also becoming globalized.

Strategic alliances, joint ventures, partnerships and a variety of collaborative and network relationships seem to be the new organizational form of choice by many corporations to compete internationally. At the same time, ICT (information and communication) technologies have made it possible for SMEs (small-to-medium enterprises) to become serious players in the global marketplace as well as Multi-national Corporations (MNCs).

In summary, there are great opportunities for all types of Canadian businesses for international expansion, but they must first understand and overcome the challenges of marketing, selling, and operating internationally.

Participating students will undertake a rigorous review of International Expansion and the Operations behind Canadian businesses – but also International Marketing is required to create the necessary brand awareness and brand equity for businesses in different global markets – there is a great opportunity to better understand the global environment as well

as the opportunities and challenges facing Canadian businesses in the modern global business economy.

Therefore, using this knowledge, students will evaluate how Canadian firms (as well as companies from other countries) with their unique characteristics can design and implement international business expansion and marketing strategies for goods and services across multiple global regions and global markets – each with their distinctive cultural, digital and business environments.

The point of view is always that of an International CEO, Global Marketing and/or Sales Director or Global Senior Manager who drives the organization's international expansion, marketing strategies and tactics, but also who must direct, make decisions, (which are financially beneficial), and act to ensure successful market expansion, sustainable operations, but also leadership in the global economy.

## **Course Objectives**

Upon completion of this course, each participant should be able to:

1. Develop a deep and critical understanding of business expansion considering the cultural, economic, technological, political and legal environment of various international markets.
2. Demonstrate a nuanced understanding of the differences among international markets as well as specific market segments within specific international markets.
3. Demonstrate a critical understanding of the role of technologies, international marketing expansion and operating strategies in shaping international expansion opportunities, work with expansion challenges, and implementing sustainable firms' strategies.
4. Apply international expansion, marketing and operation concepts and strategies to study the experience of an actual and existing Canadian company that expand and market internationally as a practical learning exercise.

**Contribution to Learning Goals of the Program (BCom, BIB):**

<b>Program Learning Goal</b>	<b>Competencies Not Covered</b>	<b>Competencies Introduced (only)</b>	<b>Competencies Taught But Not Assessed</b>	<b>Competencies Taught and Assessed</b>
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				X
<b>BC2 Collaboration</b> <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				X
<b>BC3 Critical Thinking</b> <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				X
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>				X
<b>BI5 Global Awareness (BIB ONLY)</b> <i>Graduates will be globally-minded.</i>				X

## **Course Structure**

This course emphasizes a way of thinking about expanding business, operating in new and emerging markets and marketing on the international scale; but also, to essentially make effective financial business decisions through the use of individual as well as small team (or pairs) application exercises regarding case-based situations and opportunities; a team led presentation and accompanying report; relevant strategic international business discussion; and a review of all concepts through a Final Exam.

Moreover, the overall structure seeks ongoing class participation so to best leverage the knowledge of concepts from all participants and integrate it to the application of expanding and operating for companies seeking leadership internationally.

## **Required Material**

A rigorous and **most relevant course pack list** containing the most relevant international expansion, global operations and also the most applicable and relevant strategic marketing and management articles and case studies from the Harvard Business Review, M.I.T. Sloan and other international business and global management education peer-review centres **is listed in a clearly marked folder on this course's online Brightspace Page.**

**Please see the list of relevant international expansion and operations articles and case studies listed in the clearly marked folder on Brightspace,** which are available at the Carleton University library or can be purchased online from either Ivey Cases at [iveypublishing.ca](http://iveypublishing.ca) or through Harvard University's online store at [hbr.store.org](http://hbr.store.org).

Also, the very **same list of articles are highlighted in this syllabus via the course schedule,** whereby all are articles link directly to the key theme based on the topics/practical marketing strategies and tactics reviewed to support each reading article.

## **Methods Used to Evaluate Student Performance**

Student assessment involves both individual and team components and requires students to use both classroom and field learning from readings, discussions and case studies.

Specifically, the assessments are:

Class Individual Participation	10%
Team Case-based Application Exercises (Best 2 / 3 cases)	20%
Team International Expansion & Operations Consultancy Plan	
• Final Team Presentation	10%
• Final Team Report	20%
Final Exam	40%

### **Individual Participation**

No different than participating and/or working new venture team or with investors and partners, participation to entrepreneurial strategies are mandatory. This will also be the case for this course, whereby several opportunities will occur *during the lectures and discussions* through case studies, facilitation exercises and the team presentations.

International business decision makers must work in teams, present and must always be active participants in all aspects of the business. The same important principle (participation) applies to this course. The lectures are designed to be very interactive, so opportunities for class participation are *at each* class.

In addition, countless opportunities for contribution and/or participation will also be available during the case study discussions, following group presentations and during brainstorm/team workshops throughout all classes. Participation will be self-assessed each week starting the second session. The evaluation will consist of approximately three to four key questions:

- 1. Preparation**
- 2. Class participation:** qualitative assessment of your classroom interventions
- 3. Professionalism:** Conduct, positive contribution directly to the course content.

To help you evaluate your quality of your participation in class, a grid is proposed below.

**Note: The Professor of this course reserves the right to change your score if I judge that your review does not match my (and/or your peers) perception and actual reality of your contribution in the course. Should this occur, the change of your score will be communicated by email.**

## ***Recommended Individual Participation Self-Evaluation Grid***

### ***5/5 Excellent***

Student participation demonstrates serious preparation. The student has excellent skills in terms of expressing his/her ideas as well as *active listening*. Regular value-added ideas shared with the group. The student encourages group discussion. Always offers new ways of thinking to better the overall group's strategic ideas. Most important, if this person was absent from class, the discussions would be *far* less dynamic. Attends and participates in a meaningful way with relevant, useful questions and discussions at all presentations for which they are not presenting.

### ***4/5 Very good***

Ideas shared are relevant and often pushes discussions in the right direction. The student's opinion is well argued and defended. Arguments are always consistent. The student is a key drive to class discussion. The student is an important person to the group's discussion. Most important, if this person was absent from class, the class would surely miss out, and discussions would be less dynamic. Attends and actively participates in all presentations, for which they are not presenting.

### ***3/5 Good***

Students ideas are shared with the class are often relevant, but generally do you not guide discussions to new paths or to help present new ideas. Arguments are sometimes coherent and structured. This person is a positive element to the class. Attends most of the presentations for which they are not presenting.

### ***2/5 Non-participant***

No participation. The student is not prepared and/or does not share ideas in the class. Does not attend the presentations for which they are not presenting.

### ***1/5 Non-satisfactory***

Might provide conversation or dialogue, but the ideas are rarely relevant. The student's arguments are not coherent, and the dialogue is often disruptive to the class. The participation does not help guide the discussion in an effective direction or to be beneficial to the class. Does not attend presentations for which they are not presenting.

### ***0/5 absent; unjustified***

Value: 10% of total course grade

## **Team Case-based Application Exercises**

The aim will be to implement a specific or series of strategic international expansion techniques with some requirements for recommendations for operation sustainability which is related to material, discussion and content reviewed during the sessions prior to the case-based application dates, so to apply learning from the course to the case submissions.

Content must always consider strategies related to the management of expanding internationally, enhancing business development in a new country, market and/or territory, building brand awareness and driving brand preference, managing customer relationships, e-business and online marketing solutions, customer service management and/or sales management strategies in new global markets.

These exercises also give students the opportunity to practice international expansion and operations strategic factors, recognize emerging new global business strategies and analyze online international business for marketing and sales tactics as well as managing customer relationships and growing international businesses and organizations.

Case studies will be completed in class with all team members given the opportunity to contribute. Moreover, the questions for each case study will be posted at the beginning/start of the team case-based application exercises to accompany each case.

## **Team Application Exercise Presentations DESIGN, OUTLINE and PROCESS**

- Each Team must arrive prepared already having reviewed and analyzed the readings/case studies before each class **AND** bring to the class their own respective notes based on the challenges, opportunities and key points for the respective case.
- The analytical strategic new venture / entrepreneurship specific questions will be available at the start of the lecture for which each case is to occur. Teams will then have a maximum of 1 hour and 30 minutes for which to submit a maximum 6-page (1.5 spacing, times new roman font) brief report, which is to be posted to the clearly labeled folder on Brightspace **by the clearly specified due date/time**.
- The recommended outline will be based on the entrepreneurial strategies specific questions presented at the start of the lecture for each case and will also primarily focus on the analysis / identified challenges for the new business/start-up business as well as the requirement to provide strategic recommendations for the very same new business or new start-up. Examples include but are not limited to: product / service



attributes, consumer perception of quality of service, competition, marketing opportunities, online digital marketing trends, sales or investment decisions etc.); recommendations (strategy) and implementation (of the recommended tactics) and conclusion / summary / key takeaways.

- NOTE: All members of the team are accountable for all content submitted by the entire team for each specific team case-based application exercise.

### **Team Case-based Application Submission Report**

#### **FORMAT**

- Teams are to submit a maximum 6-page (1.5 spacing, 11.5 arial font) PDF only brief case report (note Microsoft Word, Mac Pages or Google Docs will **not** be accepted).
- The 6 pages maximum limit *excludes* cover page, and/or references pages)
- Please number each page submitted, once again *excluding* the cover page, and/or references page.
- Teams are to include the questions for the case provided by the Professor *within* the submitted document.
- Business writing (as opposed to point form) is recommended to provide sufficient details from the case and to support the answers so the company's global expansion team truly understands the analysis, responses and recommendations.
- Please also include a Cover Page with the following information:
  - In alphabetical order by last name - each student's first name, last name and student number who are **present and actively contributing to the submission.**
  - Case name and number of pages submitted (*excluding* cover page / references)
- Submissions must be posted to Brightspace **before the due time clearly highlighted in the clearly marked folder on Brightspace.** Late submissions will not be accepted.

#### **EVALUATION CRITERIA:**

**PLEASE SEE APPENDIX #1 for a Sample of a grading rubric evaluation criteria for the EVALUATION CRITERIA for the Team Case-based Application Exercises for this course.**

Value: 20% (Best 2 out of 3) 10% per case submission

## **Team International Expansion & Operations Consultancy Plan: Canadian Business International Expansion and Sustainable Operations in Emerging Countries**

Congratulations! Your team has been approached to provide strategic and detailed consultation for an actual Canadian based company seeking to expand internationally. This team-based assignment includes both a team presentation as well as a team written report.

More specifically each team must encompass an international expansion and operations plan for a product or service aimed at the consumer market that an actual *Canadian company* (small, medium or large), can successfully launch in an emerging country, be sustainable over time (i.e. 2+ years), **and then continue to expand to a second and different country thereafter** with strategic market justifications for both expansions.

For this therefore, teams are to act as international expansion and operations consultants for a Canadian company that currently successfully operates in Canada and which is also capable of expanding and operating in international markets. The completed report should be developed with the assumption that it is being delivered to the company's CEO, Global Marketing and/or Sales Director, or the company's Board of Directors.

Teams are required to identify a *suitable Canadian business* with an opportunity to expand overseas and *to which **TWO** countries*.

**This process should begin as soon as is possible after the course start dates.** The project proposal **is due by the beginning of class before the start of the second session (6:05pm) on September 28<sup>th</sup>** (See *Project STEP #1*).

Students will analyze and develop international expansion and operations strategies that will allow a Canadian business to expand and grow internationally, gain global market leadership, and most importantly be sustainable over a long period of time on an international scale in not one, but two different countries.

This should also include the financial implications of the recommended strategies.

### **Objectives:**

The primary learning objective of this Team Global Expansion Consultancy Project is to apply knowledge of theories, concepts and practical international expansion and operations application techniques.

Moreover, to also analyze the experience of a company that is engaged in international expansion, international marketing and sustainable long-term operations. The secondary learning objectives of this keystone global expansion consultancy project is to also provide the opportunity to develop the following:

- (1) Detailed Research skills by undertaking research and data collection
- (2) Analytical and solution developing skills by learning to analyse and interpret the data collected as well as turning the learning in to specific recommended international expansion and operation strategies
- (3) International communications and writing skills by presenting the challenges for the expanding company as well as the recommended strategies and implementation – through a team presentation and final written report.
- (4) Strategic thinking development in applying practical, sound recommendations that can truly be implemented for a company looking to expand internationally.

### **PROCESS:**

Teams will analyze and develop strategies that will allow a Canadian-based business to grow, gain market leadership, and most importantly be sustainable over a long period of time (i.e. 5 years) in a new (country) market.

The completed report should be developed with the assumption that it is being delivered to the Global Leadership team and/or potential investors of the business.

Primary market research must be a key part of the information students have obtained to make strategic recommendations for the international expansion and operations plan.

This market research must include a discussion / interview with at least one person involved with the Canadian-based business who makes strategic management, marketing and/or business decisions for the organization.

***The following are the key milestones for the International Expansion & Operations Plan:***

## **International Expansion & Operations Plan Milestones:**

### **Timeline:**

<u>STEP</u>	<u>OBJECTIVE</u>	<u>DUE DATE</u>
Step #1:	Project Proposal	September 28th
Step #2:	Primary Research (Interview/Survey)	by Reading Week
Step #3:	Team Presentations	November 23rd
Step #4:	Final Team Written Report	December 9th by 2:00pm

### **STEP #1:**

#### **International Expansion & Operations Consultancy Plan Project Proposal**

The final selection of the Canadian-based company or organization of choice and also the **two** countries for expansion for the International Expansion Consultancy project is **due by the beginning of class before the start of the second session (6:05pm) on September 28<sup>th</sup>**. **This proposal is not graded but it must be approved before step #2.**

It is a brief and concise emailed PDF of a maximum 1-page (1.5 spacing, 11.5 arial font and double- spaced) project proposal which is to be submitted by email to the Professor by the beginning of class before the start of the second session (6:05pm) on September 28<sup>th</sup>

This 1-page (maximum) PDF project proposal must include:

1. Title Page, which includes:

- Team name and each contributing student by alphabetical order by last name (include each student's first name, last name and student number)
- The Canadian company of choice

- The two countries for which expansion and strategic operations implementation against competition will occur.
2. A brief description of the Canadian company:
    - Its product/service and why you have chosen this particular Canadian company for international expansion and then operations.
    - Moreover, briefly explain why you believe the two selected countries for which to expand (ex. Italy and Spain) are the next two best options for the Canadian-based company to be successful from an international expansion standpoint. **NOTE: teams have the opportunity to change the 2<sup>nd</sup> country later in the semester.**
  3. Primary Research methods:
    - Who is to be interviewed and why?
    - Secondary Research sources (examples of online sources, library, online news media, etc.)
  4. Anticipated challenges for the Canadian-based business considering international expansion, but also operations in the new countries.

**STEP #2: Primary Research Requirements:**

This is a research assignment. You must conduct both secondary research AND ALSO primary research (i.e. interview at least one Manager, Owner, Entrepreneur, Human Resources Director and/or Marketing and Sales Director, and include their coordinates – name, tel#, email -- in the reference section).

**Project Primary Research – INTERVIEW:**

Strategic international expansion and operations recommendations must incorporate and be based from findings from the secondary research, **but also primary research findings.**

Therefore, regarding primary research, teams *must conduct at least one interview with at least one manager, human resources manager, owner or CEO of the company / organization to truly understand the international expansion challenges the company / organization is facing and also to better identify the opportunities.*

NOTE: The interview must be documented (i.e. interview notes) and also included in the appendices in the Final Written International Expansion and Operations Consultation Report.

It is strongly recommended that the primary research **interview to occur before Reading Week (if not earlier)** to allow sufficient time to base the strategic recommendations from the learning of the primary research.

Please also note the interview (primary research), which is a key part of the overall process is designed to help with many of the team's business review, but also the expansion and operations strategic recommendations.

### **STEP #3: International Expansion & Operations Consultancy Plan** **Team Presentation**

The challenges for international expansion and operations as well as strategic recommendations will be presented by each *team*.

Presentation content must always consider international expansion and operations strategies related for the growing Canadian business selected as well as details from the Primary Research (interview) for which helped with the development of the international expansion, strategic marketing and also operations recommendations for long-term sustainability considering competition in the new first recommended country and then a brief rationale and recommendation to why expansion is best suited to the second recommended country.

Presentations will be a live digital presentation (applying the various technologies, such as Zoom) and will be presented for a maximum of 10 minutes (*excluding questions from the audience*), with each team member given the opportunity to present at least one slide.

**NOTE: Team Presentations will occur on Tuesday, November 23rd. All presenting teams must email their final version of their team presentation to the Professor BEFORE the start of the presentation.**

**Content:** The recommendations for the Team Presentation must be strategic for the Canadian-based company /organization and also must reflect learning from the course lectures, discussions and textbook and also must reflect the learning from the interview / site observation (primary research). These learning elements create the most strategic and relevant, but also most applicable international expansion (marketing, sales consumer behavior and culture, etc.) and operation (management, customer service, etc) recommendations for the company / organization that management, CEO, Directors can actually implement in the recommended expansion country.

Content must always consider international expansion and operations strategies related to the growing Canadian business selected. Therefore, content must also always reflect international expansion, operations, marketing, sales management, online marketing and employee management strategies – considering culture, technology and international expansion at all times.

These exercises also give teams the opportunity to practice strategic factors, recognize emerging international expansion and operations trends and analyze global digital business for expanding international organizations.

**Process and Format:**

- All presenting teams must **email** a PDF copy of their Powerpoint or Prezi slides to the Professor **before** the start of the presentations (6:05pm) on Tuesday, November 23rd.
- Presentations can be either live or pre-recorded (applying the various technologies such as Zoom) and will be 10 minutes maximum (excluding questions from the audience), with each student from each team given the opportunity to present at least one slide.
- Once again, it is recommended teams take the suggestions from the audience (during the question period) and adjust the recommendations as needed into the Final Team Report.

**NOTE: See APPENDIX #2 RECOMMENDED OUTLINE and SAMPLE of GRADING RUBRIC on Brightspace for both the recommended outline of the presentation as well as the evaluation criteria for the team presentation.**

Value: 10% of total course grade.

## **STEP #4: International Expansion & Operations Consultancy Plan** **Team Final Report**

Based on feedback from the Team Presentation, teams are to modify their strategies and recommendations and submit a Microsoft Word version of the final report to a clearly marked folder on Brightspace by 2:00pm on Thursday, December 9<sup>th</sup>. The completed report should be no longer than 5,000 words (1.5 spacing, 11.5 arial font), which excludes the cover page, appendices and references. The report must be **posted to the clearly marked folder on Brightspace by 2:00pm on Thursday, December 9<sup>th</sup>**.

### **KEY ADDITIONAL NOTES regarding the Final Written Report:**

1. The content, solutions and recommendations of the Final Report **MUST NOT BE** a simple repeat of the Team Presentation. Rather, teams are expected to incorporate the learning from the questions from the audience and Professor from the Team Presentation and adapt the Final Report accordingly.
2. Only the content within 5,000 words will be read and will be included as a part of the evaluation of the report. Any additional content (more than 5,000 words) will not be read and cannot be included as a part of the evaluation of the report.
3. Once again, please see Appendix #2 SAMPLE OF A GRADING RUBRIC on Brightspace which includes both the recommended outline as well as also the evaluation criteria for team report submissions for this course.

Value: 20% of total course grade.

## **Final Exam**

**Objective:** The objective of the Final Exam is to provide the opportunity to apply individual student's level of comprehension of the course material and their ability to apply the acquired knowledge to solving problems or issues in international expansion and also operations.

**Process & Format:** The Final 3-hour Exam will occur online during the formal exam schedule 3 hours in length. The final exam is based on readings, case studies, lectures, video documentaries, team presentations and all other course material covered in class.

Value: 40% of total course grade.



**NOTE: PLEASE REVIEW the following COURSE POLICIES, the detailed COURSE OUTLINE and ADDITIONAL INFORMATION on the following pages.**

## **Teams**

Teams will be formed of 4 or 5 people and will be grouped at the first class. Each team must designate a person to coordinate the delivery of projects (see due dates in course outline).

**NOTE:** You are responsible for managing your team, including highlighting opportunities for the group to improve and to continuously offer recommendations for the team to work effectively and efficiently together.

If groups have serious differences, then it required to show the Professor a detailed record of performance problems (i.e. emails, a file describing the problem, detailed challenges, detailed missed meetings, etc). I ask this of you, since this is in line with the human resources management of a modern company or organization. No more or no less.

## **Course-specific policies:**

The standards of professionalism apply.

## **E-mail guidelines:**

- **Account:** Always use your university account. E-mail from other domains (gmail, hotmail, yahoo...) may be automatically treated as spam. **Only e-mails from Carleton University e-mail address accounts are guaranteed to receive a response.** Please assume at least 48 hours to hear back.

## **Course Attendance**

- As indicated in the academic regulations of the Sprott School of Business, attendance at courses of instruction is mandatory. Students who are absent for more than 9 hours of class time will be excluded from the final examination.

## **Late submissions and Request for deferrals**

- Policy is 10% per day late (starting immediately after the beginning of the class of the submission date).
- Requests for a deferral for a report submission due to medical reasons or due to a scheduling conflict must go directly to Student Services and request a deferral.

**Please note that it is not possible to submit extra course work to improve your mark.**

**Course Schedule: BUSI 4708 A Entrepreneurial Strategies  
Fall 2021  
Tuesdays 6:05pm – 8:55pm**

<u>Date</u>	<u>Lecture Theme &amp; issues</u>	<u>Relevant Article Readings</u>	<u>Case / Assignments</u>
September 14	Scope and Challenges to International Expansion - Part I	<i>Course Syllabus &amp; outline Review and In-class Lecture Notes / Slide Presentations</i>	Various Canadian-based businesses ideas for the Team International Expansion and Operations Plan
September 21	Scope and Challenges to International Expansion - Part II  Does “Made in Canada” matter?!	<i>Achieving Growth by Setting New Strategies for New Markets (Winker, Ivey)  Note on Retail Location (Pearce, Ivey)</i>	Participation #1
September 28	Market Location Selection Strategies Global Market Selection Criteria  Global Expansion Marketing Strategies & Tactics	<i>Why Great New Products Fail? (Simester)  Women’s Tennis Association in Asia: But Where (A)? (Rowe &amp; Prashad)</i>	Participation #2 <b>BRIEF PROJECT PROPOSAL DUE: by email to the Professor (CCing all teammates)</b>
October 5	International Expansion Process and Developing a Core International Expansion Strategy	<i>Worried About Strategy Implementation? Don't overlook Marketing's Role (Slater et al.)  The CEO of Canada Goose in Creating Homegrown Luxury Brands (Reiss and Dani)</i>	Participation #3 <b>Team Application Exercise #1: Tella Oy: Nordic Boutique or Finnish Global Enterprise</b>

October 12	International Expansion Digital Strategies	<p><i>Marketing Meets Web 2.0 Implications for International Marketing Strategy</i> (Berthon et al.)</p> <p><i>The New Science of Customer Emotions</i> (Magids et al.)</p>	Participation #4
October 19	International Expansion Digital Strategies (cont'd) with Culture & Consumer Behaviour Considerations	<p><i>Basics of Branding Marketing Today: Branding for Digital Marketing and Social Media</i> (Gronlund)</p> <p><i>Crowdsourcing in a Time of Empowered Stakeholders</i> (Wilson et al.)</p>	Participation #5 <b>Team Application</b> <b>Exercise #2</b> <b>Drinkworks by Keurig</b>
October 26	READING WEEK		
November 2	Competing on a Social Purpose and Social Innovation Awareness Opportunities in New Markets	<p><i>Put Purpose at the Core of Your Strategy</i> (Malnight, Buche and Dhanaraj, Harvard Business School Publishing)</p> <p><i>The Magic that Makes Customers Stick</i> (Thomke)</p>	Participation #6
November 9	Global Strategic Alliances and International Negotiation and Global Operations	<p><i>Strategic Alliances that Work: Negotiating, and Designing Alliances</i> (Kelly &amp; Schaan, Ivey)</p>	Participation #7 <b>Team Application</b> <b>Exercise #3</b> <b>Netflix International Expansion Strategy</b>

November 16	Expansion and Sustainable Operations Considering Motivation and Culture  International Operations - Strategic Management	<i>Operational Transparency (Buell, Harvard Business School Publishing)</i>  <i>Making Process Improvements Stick (Harvard Business School Publishing)</i>	
November 23	Team Presentations - International Expansion and Sustainable Operations for an Emerging Company		<b>Participation #9 Team International and Expansion Consultancy Plan Presentations</b>
November 30	Future Leadership in International Expansion and Operations	<i>How Digital Trust Drives Culture Change (Abraham et al., M.I.T. Sloan Management Review)</i>	Participation #10
December 7	Final Exam Review		Participation #11

**DUE: FINAL INTERNATIONAL EXPANSION & OPERATIONS CONSULTANCY PLAN @ 2:00pm THURSDAY, DECEMBER 9th “Word” version posted to the clearly labeled folder on our BUSI 4708 A Brightspace page.**

## 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).

### Required calculator in BUSI course 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 in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/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.

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
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

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 obligation

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: [carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Religious obligation**

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: [carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Academic Accommodations for 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. [carleton.ca/pmc](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: [carleton.ca/sexual-violence-support](https://carleton.ca/sexual-violence-support)

### **Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must 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: [students.carleton.ca/course-outline](https://students.carleton.ca/course-outline)

### **Academic Integrity**

Violations of academic integrity are a serious academic offence. 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 – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the 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. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

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/>.

### **Sprott Student Services**

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The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at [bcorn@sprrott.carleton.ca](mailto:bcorn@sprrott.carleton.ca) or at [bib@sprrott.carleton.ca](mailto:bib@sprrott.carleton.ca).

### **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: [carleton.ca/csas](http://carleton.ca/csas).

### **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 may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
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