



**IBUS 5701 A**  
**International Business**  
**Fall 2015**

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Class meets: Tuesdays 6:05 pm - 8:55 pm  
Class location: SA 505  
Office hours: Tuesdays 12:30 pm - 2:00 pm or by appointment

**Course Description:**

Increasing globalization pressures are creating new challenges and opportunities for firms and managers alike. Firms are under increased demands for greater efficiency, economies of scale, and moving beyond domestic borders. Many business organizations are finding that their survival depends on foreign operations, cross-border partnerships, and a global customer base. As competitive pressures increase, so too do the pressures on managers to deliver results. Caught in the middle of access to raw materials, competitive labour costs, sustainable supply chains, solid strategies and so on, the global manager has to make quick decisions that involve multiple countries, cultures and contexts and implement those decisions across countries, cultures and contexts.

This course is concerned with managerial and strategic implications of differing international environments for a variety of business functions, along with the complexities of working across political and cultural boundaries.

**Learning Objectives:**

This course is structured around the fundamental problem of international expansion. At the end of this course students should be able to:

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

**Course Restrictions:** restricted to MBA students

**Course Prerequisites:** None

**Drop Course Policy:**

The deadline for academic withdrawal is the last day of classes (each term).

**Grading Scheme\*:**

<b>Assignment</b>	<b>Grade %</b>
Class preparation and participation	<b>20%</b>
Term Project (group)	<b>40%</b>
Take home final exam (individual)	<b>40%</b>
Total	<b>100%</b>

\*The above evaluation plan may have to be changed if changing class conditions so warrant.

**Preparation and participation:**

Class attendance, preparation and participation are an important part of your grade. This includes arriving on time for all classes, having read all assigned materials (**cases and readings**), and being fully prepared to participate in class activities and discussions. Students are expected to do extensive preparation (typically not less than two hours) as well as being alert and willing to participate. Preparation and participation grades will range from 0 to 20 points, depending upon performance, with highest scores reserved for exemplary behavior, not simple attendance. Students are required to submit a one-page single-spaced 12 pt. font case preparation notes at the beginning of the class the day the case will be discussed. See sample case preparation questions posted on culearn.

**Term project**

The term project involves the completion of a major research project focusing on identifying a suitable foreign location for a company. Completing the project successfully will require extensive research and analysis. The end result of this project is a written paper that applies what has been learned to a real company doing business globally. Please see the project description document for details and the project grading sheet for grading criteria. The term project will be done in teams and is worth 40% of your grade.

**Final exam**

The final exam will then ask you to consider, as managing director, how you will successfully manage the start-up and subsequent operation of the facility (the outcome of your term project). The final exam is an individual paper and will require research as well as reflection and introspection. The end result is a written document outlining your views on global management, to be submitted to the professor via email. Please refer to the final exam document for more details, as well as, the rubric for grading criteria. The final exam is worth 40% of your grade.

**Missed assignments and deferred examination:**

Weekly assignments are an important component of the learning. It is important that assignments are submitted on time. Deferred assignments may be granted when the absence is supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Deferred assignments are not granted for students who have made travel arrangements that conflict with class schedule.

### **Deferred Final Examination:**

Students unable to write a final examination because of illness or other circumstances beyond their control must contact the instructor in writing to request a deferred exam. Permission may be granted when the absence is supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Deferred exams are not granted for students who have made travel arrangements that conflict with examination schedule.

### **Instructional Philosophy**

1. **International business is an art, not a science.** There are few certainties when dealing with companies or employees in an international context. Rulebooks are of little help. Instead, we must understand the cultural, political, and economic context in which a particular event occurs and respond accordingly. The challenge for managers is that, while there may be few “right” answers, managers must still act. They must still make decisions. This is the real management challenge.
2. **Non-linear learning strategy.** This course does not flow sequentially from one point to another. Instead, it involves the identification and interplay of a complex set of interrelated factors and sometimes subtle processes that only come together over time and with much work. To maximize learning, we must be tolerant of ambiguity and look for relationships, not answers.
3. **With this course, we are creating a learning community.** None of us—including the instructor—knows as much as we should about managing international business in a competitive environment. To be successful we must be open to new ideas, experiences, and points of view. We must help each other learn. We will also make mistakes and, hopefully, learn from these mistakes. This will require a supportive class environment characterized by mutual respect, inquisitiveness, and hard work.
4. **We must all take personal responsibility for learning.** This course is all about learning. It is not designed to be easy or hard, confusing or obvious, serious or intimidating. Instead, it aims to be interesting, relevant, and challenging, and to make you think and learn skills that you can use in the future. You play a major role in the success of this effort.
5. **We learn best when we come to class fully prepared to participate.** This includes having read all reading assignments prior to class. It also includes participating in class discussions.
6. **This course is governed by a spirit of inquiry and debate.** Political correctness is politically incorrect in this class, and has no place in a genuine learning environment. Diverse opinions, disagreements, and debates can enhance our perspectives and facilitate

learning. Critical analysis and constructive criticism of issues is prerequisite to both learning and action. As such, it is important not to take comments personally and to keep an open mind at all times.

7. **We will maintain high performance standards.** All of us must pursue high performance standards and goals that challenge us to maximize our learning.
8. **We will endeavor to have some fun.** Learning is as much an emotional experience as an intellectual one. We tend to learn best when we are happy, sad, angry, or otherwise emotionally involved. Please get involved.

### **Readings and cases:**

Readings (except some that are available at Harvard Business Publishing, see link below) will be posted on culearn. All cases are available through the Harvard Business Press. You may access this link to go to our course pack <https://cb.hbsp.harvard.edu/cbmp/import/ptos/38100726>

### **Course Schedule:**

<b>Wk</b>	<b>Date</b>	<b>Topic</b>	<b>Assignments</b>	<b>Due</b>
1	Sep 8	Globalization and Business	<b>Readings:</b> Ghemawat, P. (2001) Distance Still Matters: The Hard Reality of Global Expansion TN: An introduction to global business	Form teams Group project topic selection
2	Sep 15	Cultural environment of business	<b>Readings:</b> Christensen, C. What is an organization's culture? <b>Case:</b> Four Seasons Goes to Paris	Case write-up Group project topic selection
3	Sep 22	Political, Legal and Ethical environment of business	<b>Readings:</b> Bremmer, I. 2005. "Managing risk in an unstable world" Kurtzman, et al. The Global Costs of Opacity <b>Case:</b> IKEA's Global Sourcing Challenge	Case write-up
4	Sep 29	Global strategy and country selection	<b>Readings:</b> Ghemawat, P. (2007) Managing Differences: The Central Challenge of Global Strategy Ghemawat, P. (2010) Finding your strategy in the new landscape <b>Case:</b> Wal-Mart stores: everyday low prices in China	Case write-up <b>Group project part 1</b>
5	Oct 6	Global opportunity assessments and implementation strategy	<b>Readings:</b> Gupta, A. and Govindarajan, V. (2000) Managing Global Expansion: A conceptual framework. Leke, A., Lund, S. and van Wamelen, A. (2011) Cracking the next growth Market: Africa <b>Case:</b> Ethiopia: An Emerging Market Opportunity?	Case write-up

<b>Wk</b>	<b>Date</b>	<b>Topic</b>	<b>Assignments</b>	<b>Due</b>
6	Oct 13	Global management skills	<p><b>Reading:</b>  Green, S. et al. "In search of global leaders"  Bartlett, C. and Ghoshal, S. What is a global manager?  Nardon, L. et al Seeking Common Ground: Strategies for Enhancing Multicultural Communication</p> <p><b>Case:</b>  Johannes Van Den Bosh sends an email</p>	Case write-up  <b>Group project part 2</b>
7	Oct 20	Final exam (take home)		<b>Final Exam</b>

## **Course Sharing Websites**

Student or professor 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).

## **Policy on Mobile Devices**

The use of mobile devices is not permitted in this class. It is disruptive to the instructor and class members. If you carry such a device to class, please make sure it is turned off. If an emergency situation requires you to keep it turned on, please discuss this with your instructor prior to class.

## **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, followership and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your instructor 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.*

## **Person with Disabilities**

Students with disabilities requiring academic accommodations in this course are encouraged to contact a co-ordinator at the Paul Menton Centre for Students with Disabilities to complete the necessary letters of accommodation. After registering with the PMC, make an appointment to meet and discuss your needs with me at least two weeks prior to the first in-class test or ITV midterm exam. This is necessary in order to ensure sufficient time to make the necessary arrangements. Please refer to <http://www.carleton.ca/pmc/> for all PMC information.

## **Religious Observance**

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton’s Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

### **Pregnancy**

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete *a letter of accommodation*. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

### **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. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, 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 <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

### **Important Dates & Deadlines – Fall 2015**

<b>August 31, 2015</b>	Orientation for Teaching Assistants.
<b>September 1, 2015</b>	Last day for receipt of applications from potential fall (November) graduates.
	Academic orientation.
	All students are expected to be on campus. Class and laboratory preparations, departmental introductions for students and other academic preparation activities will be held.
<b>September 2, 2015</b>	Fall term begins. Fall and fall/winter classes begin.
<b>September 4, 2015</b>	Classes follow a Monday schedule.
<b>September 7, 2015</b>	Statutory holiday, University closed.
<b>September 18, 2015</b>	Last day of registration for fall term and fall/winter courses.
	Last day to change courses or sections (including auditing) for fall term and fall/winter courses.
<b>September 25-27, 2015</b>	Summer deferred final examinations held.



<b>September 30, 2015</b>	Last day to withdraw from fall term and fall/winter courses with a full fee adjustment.
<b>October 9, 2015</b>	December examination schedule (fall term final and fall/winter mid-terms) available online.
<b>October 12, 2015</b>	Statutory holiday, University closed.
<b>October 15, 2015</b>	Last day for receipt of applications for admission to an undergraduate degree program for the winter term from applicants whose documents originate from outside Canada or the United States.
<b>October 26-30, 2015</b>	Fall break, no classes.
<b>November 6, 2015</b>	Last day to submit Formal Examination Accommodation Forms to the Paul Menton Centre for Students with Disabilities, for December examinations.
<b>November 15, 2015</b>	Last day for receipt of applications for admission to an undergraduate degree program for the winter term.
<b>November 24, 2015</b>	Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of this Calendar).
<b>December 1, 2015</b>	Last day for receipt of applications from potential winter (February) graduates.
<b>December 7, 2015</b>	Fall term ends
	Last day of fall term classes.
	Last day for academic withdrawal from fall term courses.
	Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall term courses.
	Last day for receipt of applications for undergraduate degree program transfers for winter term.
<b>December 8, 2015</b>	No classes or examinations take place.
<b>December 9-21, 2015</b>	Final examinations in fall term courses and mid-term examinations in fall/winter courses may be held.
	Examinations are normally held all seven days of the week.
<b>December 21, 2015</b>	All take home examinations are due.
<b>December 25 to January 3, 2016</b>	University closed.