



**CARLETON UNIVERSITY**  
**IBUS 5701D**  
**Fall 2018**  
**International Business**

**Instructor:** Dr. Daniel Gulanowski  
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**Office Hours:** TBD  
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**TA:** TBD  
**Course meets:** Thursdays, 11:35am - 2:25pm, Dunton Tower 328

**Course calendar entry from 2018/2019 graduate calendar:**

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. Precludes additional credit for BUSI 5300 (no longer offered).

**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 depend 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.

**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).

**Required Textbook:**

Global Business Today, 4rd Canadian edition; Hill, Charles W. L., & McKaig, Thomas; Canada: McGraw-Hill Ryerson Ltd, 2015. ISBN 9781259024986. This required textbook has not been reserved at the Carleton bookstore but may be available, including used texts. You can buy it online (print or e-book) or buy a used text (careful to buy the 4<sup>th</sup> edition though).

**Required readings and cases:**

Readings will be made available through the library e-reserve system and cuLearn. Cases are available through Harvard Business Publishing (see link on cuLearn).

Teaching presentations will be posted on CuLearn following classes.

**Grading Scheme:**

<b>Assignment</b>	<b>% of total</b>
Group project (presentation)	30%
Quiz (individual)	20%
Class preparation and participation (individual)	20%
Individual report	30%
<b>Total</b>	<b>100%</b>

Small teams of students (self-formed groups of 4 students) will choose a product or service of a Canadian company that they wish to market outside Canada, in a country where the company does not already have a presence. At the different stages of the course students will incorporate factors described in the lectures into their international expansion plan. The work is divided into two parts: a group project presentation, and a final individual report. For the group project, the team will work together to choose a company, a product or service and the country in which it will be sold, and collect and analyze information relevant to their international expansion. The final individual report will build from this work and address all required international business aspects. Further instructions will be posted on the course cuLearn.

**Group project presentation**

The group project presentation will consist of a presentation by the teams of their project and associated international strategy. Each team will describe the international expansion they propose, note any problems they expect to face and propose solutions for dealing with these issues. The presentations will be assessed for their practicality, their exposition of the relevant issues and their use of ideas and concepts from the course, as well as the quality of the presentation. All group members must be actively involved in the development of the project and presentation. Although I do not anticipate such situations, a word of caution about free loaders. The best way to deal with free loaders is to not include their names on the cover page of the group presentations. If a student's name does not appear, the student will be receiving zero for the group project presentation. Further instructions will be posted on the course cuLearn.

## **Quiz**

There will be a quiz, closed books, covering concepts covered during the course. Further instructions will be posted on the course cuLearn. There is no final exam in this course.

## **Individual report**

As mentioned above the ideas around the international project will be developed within the team, but the paper must be authored individually, that is, at the end of the course, each student will write his/her report on the venture selected by the team (therefore same Canadian company, same country to expand into and same mode of entry), covering all concepts covered in class. **Assignments must be uploaded on CuLearn before deadline indicated in the Course Schedule below. No late submissions, hard copies and submissions by emails accepted.** Please ensure that all submissions include name and student number. Further instructions will be posted on the course cuLearn site.

## **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, turning in assigned questions on time and being fully prepared to participate in class activities and discussions. You will be required to turn in four case preparation documents on CuLearn. The preparation document consists of short answers to a few questions about assigned cases. The goal of the preparation documents (10%) is to help you think through some important issues prior to class and therefore will not be accepted if you are not attending class. Each missed preparation document represents a 2.5 points drop in the final grade, or 5 points drop if you miss both the preparation document and class. Participation grades will range from 0 to 10 points, depending upon performance, with highest scores reserved for **exemplary contributions**, not simple attendance. Please read the case preparation guidelines for more information on preparing and learning from cases. **Late submissions are not accepted.**

## **Wireless devices and laptops:**

Please bring a wireless device to class (Tablet or laptop). However, the use of wireless devices is only allowed for activities related to the class. Inappropriate use in class will be noted and will affect your grade.

**Course Schedule<sup>1</sup>:**

<b>Week</b>	<b>Date</b>	<b>Topic</b>	<b>Assignments</b>	<b>Due</b>
1	Sept 13	Globalization	<b>Readings:</b> Textbook Chap 1 HBR: The new rules of globalization	
2	Sept 20	Country differences: Political, Economic, Legal and International trade	<b>Reading:</b> Textbook Chap 2, 6 pp 198-215 HBR: What trade deals are good for <b>Case:</b> Uber and the sharing economy	Case preparation
3	Sept 27	Cultural environment	<b>Reading:</b> Textbook chap 3 <b>Case:</b> IKEA in Saudi Arabia	Case preparation
4	Oct 4	Global strategy & Entering foreign markets	<b>Reading:</b> Textbook chap 11, 12 HBR: Where to launch in Africa <b>Case:</b> Gillette: The 11-Cent Razor, India, and Reverse Innovation	Case preparation
5	Oct 11	Global marketing & Global production, outsourcing and logistics	<b>Reading:</b> Textbook Chap 14, 15 HBR: The four things it takes to succeed in the digital economy <b>Case:</b> United Cereal: Lora Brill's Eurobrand challenge	Case preparation <b>Quiz</b>
6	Oct 18	Global HRM	<b>Reading:</b> Textbook chap 16 HBR: Does your company have what it takes to go global?	<b>Group presentations</b>
	Nov 1			<b>Final Individual report</b>

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<sup>1</sup> This schedule is tentative and may change in the course of the term. The instructor will communicate changes in class and on CuLearn.

## **IMPORTANT ADDITIONAL INFORMATION**

### **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.*

### **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](http://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](http://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](http://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](http://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](http://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. 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: <https://carleton.ca/registrar/academic-integrity/>.

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### **Important Dates and Deadlines – Fall 2018**

<https://sprott.carleton.ca/students/mba/dates-deadlines-policies/>

#### **September 3, 2018**

Statutory holiday. University closed.

#### **September 4, 2018**

Academic orientation (undergraduate and graduate).

Orientation for Teaching Assistants.

All students are expected to be on campus. Class and laboratory preparations, departmental introductions for students and other academic preparation activities will be held.

**September 5, 2018**

Fall term begins.

Fall and fall/winter classes begin.

**September 12, 2018**

OSAP deferral deadline. Late payment charges and late registration charges applied to the student account on or after this date for eligible OSAP students.

**September 14-16, 2018**

Full and late summer deferred final examinations held.

**September 18, 2018**

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.

Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in fall 2018 and must register for the fall 2018 term.

**September 30, 2018**

Last day to withdraw from fall term and fall/winter courses with a full fee adjustment (financial withdrawal). Withdrawals after this date will create no financial change to fall term fees and will result in a permanent notation of WDN appearing on your official transcript.

**October 5, 2018**

December examination schedule (fall term final and fall/winter mid-terms) available online.

**October 8, 2018**

Statutory holiday. University closed.

**October 15, 2018**

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.

**October 22-26, 2018**

Fall break. Classes are suspended.