



**IBUS 5711-D**  
**International Business – International Market and Trade**  
**Winter 2015**

**Tuesdays, 6:05 – 8:55 pm,**  
**MBA classroom – CB3400**

**Instructor: Jim Neubauer**

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Office Hours: By appointment

**Course Description and Objectives:**

Today's increasingly competitive economy is forcing organizations to expand globally. Unfortunately, the firms and the management teams are now entering a new uncharted territory, where the impacts of making wrong choices can be detrimental to not only the global initiative but the previously stable domestic business. So, caught between the safe stable domestic business plan with limited or no growth and the global expansion plan – managers are launching new products and services in emerging markets with new channel partners. The manager of tomorrow needs to be prepared to make these decisions correctly and decisively.

This course provides the new global entrepreneur a “toolkit” providing the basic skills required to survive and succeed in a global business environment. In particular the focus will be on understanding the complexities associated with launching new products and services into foreign countries and dealing with the operational, cultural, human resource, marketing, distribution and pricing challenges.

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

1. Formulate a detailed Business plan and strategy for the successful launch of a new product or service into a new market in support of corporate goals and objectives.
2. Identify and complete the required key elements of market research, business development and engaging partnerships to cost effectively promote and distribute a new product or service.
3. Learn to competitively price global products and services to maximize new territory margins and market share without impacting the domestic marketplace.

**IBUS 5711 - International Marketing and Trade**

Models for understanding factors that influence buyer decisions in different markets. Product adaptation, distribution networks, promotion practices, cross-border pricing strategy and

regulatory and other limitations. The macro and micro effects of culture provide a connecting theme.

Prerequisite(s): BUSI 5701.

**Course Prerequisites:** None

**Cellular Phones:**

The use of cellular phones IS NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry a phone to class, please make sure it is turned off. If an emergency situation requires you to keep your cell phone turned on you may wish to keep the silent mode on, please discuss this with the instructor prior to the class starting.

**Drop Course Policy**

Students can drop a course up until the END of the second week of classes. Students that drop a class in the third week will receive a WDN but will automatically have the grade changed to ABS. A grade of ABS is considered a failing grade. A required course will have to be taken again. Students with medical reasons and supporting documentation may petition the School to have the ABS grade changed back to WDN.

**Grading Scheme:**

**Assignments**

<b>Team Group Project – Country Evaluations</b>	30%
Written	25%
Team Check in / Progress Reports	5%
Take Home Final (Case)	25%
<b>Class Case Preparation &amp; Participation</b>	45%
In Class Cases (3)	30%
Participation and Preparedness	15%
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	100%

The team group project and in class case assignments are established in order to maximize learning and provide an opportunity to apply the material covered throughout the course. Together, both assignments will require you to look outside at the environment where you plan to do business, as well as inside at the kind of global manager you plan to become. To maximize learning and successfully complete these assignments, it is important that you come to class fully

prepared and engage in class discussions.

### **Team Group project**

The team group project involves the completion of a major research project focusing on introducing a new product or service into 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. The team's plan should be able to convince the reader (audience) of the viability of the global initiative. Please see the project description document for details. The team group project is worth 30% of your grade. See the project grading sheet for grading criteria. There will be 1 official team check-in. This will ensure you are working together efficiently, and that you are heading down the right path. The group team project will be done in teams of 2 or 3 or 4 depending on the class size. The teams will be expected to complete a formal confidential peer evaluation to ensure – equal participation and contribution occurs. Major issues “MUST” be identified to the Professor prior to the Peer Evaluation.

### **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. If you have a group assignment you may find the resources at <http://sprott.carleton.ca/wp-content/files/Group-Work-Resources.pdf> useful.

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. *Weekly cases must be completed individually.*

### **Preparation and participation**

Class attendance, case preparation and completion as well as active participation are an important part of your grade. This includes arriving on time for all classes, having read all assigned materials, turning in assigned cases and assignments on time and being fully prepared to participate in class activities and discussions. You will be required to turn in a completed case (3 times) before class. However, even if you are not completing a case you MUST complete a *personal* preparation document, which consists of short answers to the case questions or assigned readings. The goal of the preparation document is to help you think through some important issues prior to class. Your preparation prior to class is fundamental for a good discussion. Your questions and answers during the discussion in class will form part of your participation grade and the cases will be graded on the basis of your understanding, the thoroughness and completeness of your answers and your reference to International Business principles. The cases and the class discussions will be instrumental in helping you prepare both the project and the final exam. Preparation and participation grades will range from 0 to 15 marks, depending upon performance, with highest scores reserved for **exemplary behavior**,

not simple attendance. Please read the [case](#) [preparation guidelines](#) for more information on preparing and learning from cases.

### **Missed assignments and deferred final project:**

Students unable to complete the final project on time because of illness or other circumstances beyond their control must contact the instructor and the MBA office in writing to request a deadline extension. Extension may be granted when supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Extended deadlines are not granted for students who have made travel arrangements that conflict with examination schedule.

Late weekly cases, Project installments or Final Exams ***will not be accepted***. The purpose of the weekly cases is to enhance class discussion. After class discussion, cases are no longer helpful and will not be accepted. Each missed Case Submission will represent a 10 point drop in the final grade.

### **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, although they will never have all the answers, managers must still act. They must still make decisions with the best information available. 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.

## **Required readings:**

*Various articles, link available through study.net*

Hastings, Donald F. 1999. "Lincoln Electric's Harsh Lessons from International Expansion", HBR (Mar 3)

Young, R. 2006. International Marketing Research - A global project management perspective, Kelly School of Business (Mar 10)

Kanter, Rosabeth Moss. 1995. "Thriving Locally in the Global Economy", HBR (Mar 17)

Monti, Joseph A. 2000. "Taking the High Road when Going International", Business Horizons (Mar 24)

Marketing Across Borders: It's a Big Big World, HBSP, 2653BC, 2006 (Mar 31)

Thomas, Andrew R. 2005. "It's the distribution, stupid". Kelley School of Business, Indiana University (Mar 31)

Pricing it Right: Strategic Applications and Pitfalls, Harvard Business School Press, 2629BC, 2006 (Apr 7)

*Teaching Notes – will be available through cuLearn:*

TN#1: Why Global? What's needed to make it happen?

TN#2: Market Research

TN#3: Product Development, Value Proposition

TN#4: Market Entry Strategies

TN#5: Distribution

TN#6: Price Positioning

## **Required cases:**

*Cases are available through study.net*

- Netcare's International Expansion, Ivey 809M05
- Colgate Max Fresh: Global Brand Roll-Out, HBS 9-508-009
- Building Blocks International, HBS 9-504-085
- 7-Eleven, Ivey, W12804
- Neilson International, Ivey, 95G003
- Medi-Cult –Pricing a Radical Innovation, IMD045

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

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

Date	Topic	Assignments	Deliverable
Mar 3 - 2015	Going Global - International Business Plan	<b>Readings:</b> TN#1 – Why Global? <b>Case:</b> Netcare International Expansion	Case Write-up (optional)
Mar 10 – 2015	Market Research	<b>Readings:</b> TN#2 – Market Research <b>Case:</b> Colgate Max Fresh: Global Brand Roll Out	Case Write-up <b>Group Team Contract - Outline</b>
Mar 17 - 2015	Buyer Decision Criteria, Cultural considerations	<b>Readings:</b> TN#3 – Product Development, Value Proposition <b>Case:</b> Building Blocks International	Case Write-up
Mar 24 – 2015	Business Development - Product Adaptation	<b>Readings:</b> TN#4 – Market Entry Strategies <b>Case:</b> 7-Eleven in Taiwan	Case Write-up Group Team – Check-in / Progress Report
Mar 31 – 2015	Promotion and Distribution Strategies	<b>Readings:</b> TN#5 – Distribution Special info on Mexico <b>Case:</b> Neilson Int'l	Case Write-up
Apr 7 - 2015	Pricing, Contracts and Regulatory	<b>Readings:</b> TN#6 – Price Positioning <b>Case:</b> Medi - Cult	Case Write-up Final Project <b>Due start of class (6 PM)</b>
Apr 14 – 2015	Final Take Home Case Due		Final Case Due By April 14 <sup>th</sup> - noon – Drop Box

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communicate changes in class

## **Dates & Deadlines - MBA Academic Year Winter 2015**

### **January 5**

Winter-term classes begin.

### **January 16**

Last day for registration for winter term courses.

Last day to change courses or sections (including auditing) for winter term courses.

Students who have not deposited (via automated upload) the final copy of their thesis to the office of the Faculty of Graduate and Postdoctoral Affairs must register.

### **January 31**

Last day for a [fee adjustment](#) when withdrawing from Winter term courses or the Winter portion of two-term courses. Withdrawals after this date will create no financial change to Winter term fees (financial withdrawal).

### **February 13**

April examination schedule available online.

### **February 13-21**

Fall-term deferred examinations will be held

### **February 16**

Statutory holiday, University closed.

### **February 16-20**

Winter Break. Classes are suspended.

### **March 1**

Last day for UHIP refund applications for International Students who will be graduating this academic year.

Last day for receipt of applications from potential spring (June) graduates.

### **March 6**

Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for April examinations.

### **Late March (Date TBA)**

[Last day to pay any remaining balance on your Student Account](#) to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents.

### **April 3**

Statutory holiday, University closed.

### **April 8**

Last day of fall/winter and winter-term classes.

Last day for academic withdrawal from fall/winter and winter-term courses.



## **IMPORTANT ADDITIONAL**

## **INFORMATION**

### Academic Integrity Statement for Graduate Course Outlines:

- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, 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 CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://portal.carleton.ca/>

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**Plagiarism and cheating at the graduate level are viewed as being particularly serious and the sanctions imposed are accordingly severe.** Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy. The Policy is strictly enforced and is binding on all students. Plagiarism and cheating – 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 graduate degree. Academic dishonesty in any form will not be tolerated. Students who infringe the Policy may be subject to one of several penalties including: 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; or a grade of Failure in the course.

### **Medical Certificate**

Please note that in all occasions that call for a medical certificate you must use or furnish the information demanded in the standard university form. <http://www1.carleton.ca/registrar/forms/>

### **Person with Disabilities**

Students with disabilities requiring academic accommodations in this course are encouraged to contact a coordinator 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/>.