



Carleton
University

Sprott
School of Business

IBUS 5701P
International Business
Winter 2023

Professor **Diane A. Isabelle**, PEng, MBA, PhD
Associate Professor, International Business

Office 7025 Nicol Building

Email diane.isabelle@carleton.ca

LinkedIn [DianeAIsabelle](https://www.linkedin.com/in/DianeAIsabelle)

<http://sprott.carleton.ca/profile/diane-isabelle/>

Class Meeting* **In Person only** Day One: Friday April 28, 2023, 8:35 AM – 5:25 PM
In Person only Day Two: Saturday April 29, 2023, 8:35 AM – 5:25 PM

Classroom 3040NI

Course calendar entry from 2022/23 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.

Course Objectives

This course has three distinct objectives each of a different type:

The first objective is the mastery of a certain amount of material bearing on the context and functions of international business. In the course we will examine the economic, political, and legal structures at the national and supranational levels and the effects these have on strategy and implementation. The emphasis is on recognizing trends in the global economy and their implications for international firms.

The second objective involves understanding the effects that cultural differences may have on the external perception and internal workings of firms that operate across national boundaries.

Culture affects nearly all the operations within any organization so that an international firm must recognize competing attitudes and practices finding a way to acknowledge these differences while melding employees with disparate backgrounds into a smooth-functioning whole.

The third objective concerns the development of the student's critical skills. You as a student needs to evaluate conflicting claims, to weigh evidence and to synthesize material from different perspectives. This goes beyond simply comprehending the claims that an author makes. It involves understanding the theoretical basis on which the author constructs his/her argument and the influence this may have on what is presented.

Mastering all three of the course objectives will provide the student with a basic understanding of the important issues surrounding international business, and it will also provide skills for your business career.

Conduct of the Course

The class will meet for an extensive two-day period. The content and reading assignments of each course session are listed below. The course will focus on a combination of lectures, case study analysis, and class discussions.

Required Textbook

Global Business Today, 6th Canadian edition; Charles W. L. Hill, G. Tomas M. Hult, Thomas McKaig, Frank Cotae; Canada: McGraw-Hill Ryerson Ltd, 2021. ISBN 978-1260326864.

NOTE: You can buy this textbook online (print or e-book) or buy a used text. The link to the textbook publisher is: <https://www.mheducation.ca/global-business-today-9781260326864-can-group> Please do make sure to buy the right edition (6th Canadian only), and before our first day of seminars.

Additional reading material, case studies and weblinks will be posted on Brightspace. This course makes extensive use of Brightspace, please make sure to check it very regularly.

Course Schedule

Session 1: Friday, 28 April 2023, 8:35 am - 12:25 pm

Globalization & country differences

Required readings:

Textbook chapters 1, 2 and 6, pp 200 – 216

AIB Insights – Assessing Geopolitical risk: A multi-level approach for top managers of multinationals.

AIB Insights – Geopolitics of the digital economy: Implications for states and firms.

Session 2: Friday, 28 April 2023, 1:35 pm - 5:25pm

Global strategy, entering foreign markets, global marketing

Required readings:

Chapters 11, 12, 14.

HRB article Global Supply Chains in a Post-Pandemic World

Optional reading: Chapter 15 pp. 537 – 550.

Case Study: SafeMotos: Scaling up Innovations in African Ride Hailing

Session 3: Saturday, 29 April 2023, 8:35 am – 12:25 pm**Cultural Environment****Required readings:**

Chapter 3

HBR Getting to Si, Ja, Oui, Hai, and Da – How to negotiate across cultures

Case Study: Dolce & Gabbana: Racism, stereotypes, or being funny?**8:35 Session 4: Saturday, 29 April 2023, 1:35 pm – 5:25 pm****Global Human Resource Management****Required readings:**

Chapter 16

Quiz

Group presentations

To pass this course you must actively participate in all sessions listed above. **Missing more than 2 hours of the course will mean an automatic failing of the course.** Missing less than 2 hours will negatively impact your grade.

Assignments and Assessment**Overview of group project and individual paper**

In self-selected groups of four (4) or five (5) students, you will choose a product or service of a Canadian or foreign company to take into a new geographical market.

This must be in a country where the company does not already have a presence. Teams will present their project, and students will then produce an individual report. Further instructions are posted on the course Brightspace.

As a team, you will make a presentation to all students (i.e. you are making a presentation to a Board of Directors on your proposal) to present your ideas. And then individually you will each write up a full report with the required elements of your plan for this new market.

- Group project presentation

The group project presentation will consist of a presentation by the teams of their project and associated international strategy, during session 4. Each team will be given maximum 15 minutes (plus a short period for questions and answers) to 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. Further instructions will be posted on the course Brightspace.

- Individual report, based on your group work and proposed country for entry

As mentioned above, the international project will be developed within the team, but the follow-up 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 selected company, same country to expand into and same mode of entry), addressing all concepts covered in class. The final paper will be maximum 20 pages long, excluding references and appendices (12-point font size, single-spaced, normal 2.54 cm margins). **This paper is due (uploaded in our Brightspace) on Sunday May 14, 2023, before midnight (Ottawa time)**. Further instructions will be posted on the course Brightspace site.

Late assignment policy:

Late submissions are not accepted and will result in an automatic 0%, no exceptions.

- Quiz

There will be a quiz during session 4, closed books, covering concepts covered during the course. Further instructions will be posted on the course Brightspace.

Preparation and participation

Class attendance, preparation and participation are an important part of this course. This includes arriving on time for all classes, having read all assigned materials, and being fully prepared to participate in class activities and discussions. As mentioned above, missing more than 2 hours of the course will mean an automatic failing of the course. Missing less than 2 hours will negatively impact your grade.

Wireless devices and laptops:

The use of laptop and wireless devices is only allowed for activities related to class. No use of cellphones during class please.

Evaluation

Group project presentation	30%
Quiz	20%
Individual report	40%
Participation	10%
TOTAL:	100%

Your final course grade will be a weighted average of each of these components.

Contribution to Program Learning Goals ([MBA](#)):

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

ADDITIONAL INFORMATION

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

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 Accommodation

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

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

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 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

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

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

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

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 bcom@sprott.carleton.ca or at bib@sprott.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.

Important Information:

- Students must always retain a 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/>

Covid-19 Information:

It is important to remember that COVID is still present in Ottawa. The situation can change at any time and the risks of new variants and outbreaks are very real. There are [a number of actions you can take](#) to lower your risk and the risk you pose to those around you including being vaccinated, wearing a mask, staying home when you're sick, washing your hands and maintaining proper respiratory and cough etiquette.

Feeling sick? Remaining vigilant and not attending work or school when sick or with symptoms is critically important. If you feel ill or exhibit COVID-19 symptoms do not come to class or campus. If you feel ill or exhibit symptoms while on campus or in class, please leave campus immediately. In all situations, you must follow Carleton's [symptom reporting protocols](#).

Masks: Carleton has paused the [COVID-19 Mask Policy](#), but continues to strongly recommend masking when indoors, particularly if physical distancing cannot be maintained. It may become necessary to quickly reinstate the mask requirement if pandemic circumstances were to change.

Vaccines: Further, while proof of vaccination is no longer required as of May 1 to attend campus or in-person activity, it may become necessary for the University to bring back proof of vaccination requirements on short notice if the situation and public health advice changes. Students are strongly encouraged to get a full course of vaccination, including booster doses as soon as they are eligible, and submit their booster dose information in [cuScreen](#) as soon as possible. Please note that Carleton cannot guarantee that it will be able to offer virtual or hybrid learning options for those who are unable to attend the campus.

All members of the Carleton community are required to follow requirements and guidelines regarding health and safety which may change from time to time. For the most recent information about Carleton's COVID-19 response and health and safety requirements please see the [University's COVID-19 website](#) and review the [Frequently Asked Questions \(FAQs\)](#). Should you have additional questions after reviewing, please contact covidinfo@carleton.ca.