



**IBUS5701D
International Business
Summer 2017**

Wednesday 18:05 - 20:55 hrs

Instructor: Dr. Fred Olayele
Office: Dunton Tower 1009
Email: fred.olayele@carleton.ca
Office Hours: By appointment

Course calendar entry from 2016/2017 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 Description:

The global economy is more interconnected than ever. This explains in part the changing patterns of cross-border flows of goods, services, people, capital, information and other inputs. The dynamic forces of globalization are creating new challenges and opportunities for firms and managers alike. Amid growing domestic competitive pressures, firms are under increased demands for greater efficiency and economies of scale. In order to achieve sustainable and profitable growth, managers constantly explore foreign market penetration and other types of cross-border partnerships. In a rapidly changing business environment, global leaders/managers have to make quick decisions that involve multiple countries, economic and financial structures, cultures, regulatory systems and contexts. Such heterogeneity in the business environment across countries has huge strategic implications for specific industries and firms.

In this course, we will examine the global environment in which firms operate and how that environment affects their strategic choices. The objective is to provide students with the knowledge, tools and cross-cultural intelligence required to effectively navigate today's complex international business environment.

Learning Objectives:

At the end of this course, students should be able to:

- ✚ Effectively analyze and provide nuanced insights on the social, economic, political, cultural and legal issues involved in doing business internationally.
- ✚ Design optimal strategies to help firms manage global production, marketing, logistics and other supply chain functions on a sustainable competitive basis.
- ✚ Develop the business competencies and cross-cultural intelligence required to foster personal global business careers.
- ✚ Articulate a wide variety of global business research problems; clearly describe the concepts, models, or specific theories that underpin them; apply relevant techniques to analyze them; and proffer solutions through high quality, user-friendly reports.

Course Prerequisites:

None

Readings and Cases:

Readings will be made available through the library e-reserve system and cuLearn. Cases are available through Harvard Business Press and other listed sources. Lecture notes will be posted on cuLearn.

Textbook:

Hill and McKaig, 2015. Global Business Today, 4th Canadian Edition, McGraw-Hill Ryerson, ISBN 978-125902498-6.

Drop Course Policy:

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

Grading Scheme:

Class Preparation and Participation	20%
Final Group Project	40%
Individual Report	40%
TOTAL	100%

Final Group Project:

Students will be divided into groups and each group will be required to design optimal strategies to help firms manage global production, marketing, logistics and other supply chain functions on a sustainable competitive basis. Each group will deliver a presentation. All group members must actively participate in the development of the project. They are also expected to be actively involved in the presentation, including answering questions. As a rule, each group member must handle a pre-determined component of their group project. I am flexible about what constitutes a project; what is important is to see that you have applied the concepts and methods learned in class to analyze and provide a set of strategic recommendations to an existing company. Further details are available on cuLearn.

Individual Report

As described above, you will analyze a case and provide strategic recommendations. The length of the paper should be 12 pages (excluding references, appendices etc.). Times New Roman, 12- point font size. Line spacing should be double. You are advised to organize your thoughts under the following five themes: (i) Introduction (including key issues/problem statement) (ii) Analysis (incorporating concepts, facts, trends and statistics) (iii) Alternatives (iv) Strategic Recommendations and (v) Conclusion. Students will be expected to demonstrate their ability to think critically; organize and synthesize knowledge; convey judgement; and communicate in simple, clear and precise terms. You are required to support your views with concepts, models, terminologies, specific theories and other relevant techniques from your readings, class notes and posted articles. It is important to include relevant citations from quality business media such as the Wall Street Journal, Globe Report on Business, Financial Post and Financial Times; and empirical data from nationally and internationally respected sources such as Statistics Canada, US Census Bureau, OECD Stats and Euro Stats. Further details are available on cuLearn.

Preparation and Participation:

The course design assumes that you will attend all the classes and review all assigned readings. I will be allocating points for attendance, so I strongly encourage you to attend classes. I will also introduce supporting and tangential material not included in cuLearn. For a complete understanding of the cases and to achieve excellent grades, you should plan to attend all classes. To help you achieve your course objectives, preparation and class participation – in addition to attendance – are an important part of your grade. This includes, among other things, arriving on time for all classes and being fully prepared to participate in class activities and discussions. Preparation and participation grades will range from 0 to 20 points, depending upon performance. Students are required to submit their case preparation notes in cuLearn at least 24 hours before the class meeting. For more details on how to prepare for case discussions, see case preparation guidelines on cuLearn.

Missed Assignments and Deferred Examination:

Weekly case preparations are an important component of the learning. It is important that assignments are submitted on time. Requests for deferred assignments may be granted provided they are supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Requests for deferred assignments will not be 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 and the MBA office 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.

Course Schedule:

Week	Date	Topic/Agenda	Readings	Assignment/Case /Pre-class Prep
1	May 3 rd	Globalization and Multinational Corporations	Textbook Chapter 1 Ghemawat, P. (2017) "Globalization: Myth and Reality", <i>Harvard Business Review</i> Bremmer, I. (2014) "The New Rules of Globalization", <i>Harvard Business Review</i>	

2	May 10 th	Country Differences: The Social, Economic, Political, Cultural and Legal Nuances of Doing Business Internationally	Textbook Chapters 2-4 Grossman, G. (2016) "What Trade Deals Are Good For", <i>Harvard Business Review</i> Ghemawat, P. (2001) "Distance Still Matters: The Hard Reality of Global Expansion", <i>Harvard Business Review</i>	Case preparation
3	May 17 th	Cross-Border Trade and Investment: International Trade, Foreign Direct Investment and Regional Economic Integration	Textbook Chapters 5-8 Pinkus <i>et al.</i> (2017) "We Can't Undo Globalization, but We Can Improve It", <i>Harvard Business Review</i>	Case preparation
4	May 24 th	Global Business Strategies: Review and Implementation	Textbook Chapters 11-12 Quackenbos <i>et al.</i> (2016) "Does Your Company Have What It Takes to Go Global?", <i>Harvard Business Review</i> Carr, C. and Collis, D.J. (2011) "Should You Have a Global Strategy?", <i>MIT Sloan Management Review</i> Rugman, A. and Verbeke, A. (2004) "A Perspective on Regional and Global Strategies of Multinational Enterprises", <i>Journal of International Business Studies</i>	Case preparation
5	May 31 st	Global Marketing, Production, Outsourcing and Logistics	Textbook Chapters 14-15 Kelly, N. (2015) "The Most Common Mistakes Companies Make with Global Marketing", <i>Harvard Business Review</i> New, S. (2015) "McDonald's and the Challenges of a Modern Supply Chain", <i>Harvard Business Review</i>	Case preparation

6	June 7 th	Global Human Resource Management	Textbook Chapter 16 Bartlett, C. (2003) "What Is a Global Manager?", <i>Harvard Business Review</i>	In-class group presentations
	June 14 th			Individual report

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:

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your Letter of Accommodation at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). Requests made within two weeks will be reviewed on a case-by-case basis. After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website (www.carleton.ca/pmc) for the deadline to request accommodations for the formally-scheduled exam (if applicable).

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://carleton.ca/studentaffairs/academic-integrity>.

Important dates and deadlines:

May 8	Last day for registration and course changes (including auditing) for early summer courses.
May 19	Last day for a full fee adjustment when withdrawing from early and full summer courses (financial withdrawal).
May 22	Statutory holiday, University closed.
June 13	Last day of early summer classes. Last day for academic withdrawal from early summer courses.

- June 15 Final Summer term payment deadline. Any balance owing on your student account will prevent access to registration for future terms. Holds will be placed on unpaid summer accounts, which will prevent access to marks and/or registration for the 2017-18 Fall/Winter course selection. Payment of fees is due by the [posted deadlines](#).
- June 19 to 25 Early summer final examinations may be held.
- July 3 Statutory holiday, University closed.
- July 7 From 6:00 to 9:00 pm: MBA Intensive course offering MGMT 5115 Leadership
- July 8 From 9:00 am to 4:00 pm: MBA Intensive course offering MGMT 5115 Leadership.
Lunch break is held from 12:00 noon to 1:00 pm.
- July 14 From 6:00 to 9:00 pm: MBA Intensive course offering MGMT 5115 Leadership
- July 15 From 9:00 am to 4:00 pm: MBA Intensive course offering MGMT 5115 Leadership.
Lunch break is held from 12:00 noon to 1:00 pm.
- August 7 Civic holiday, University closed.