COURSE OBJECTIVE

1. To introduce the student to current theory and practice in international business and compare those practices with Canada.
2. To enhance the student's ability to produce creative, action-oriented, practical solutions to international business problems.
3. To improve the student's ability to communicate effectively, in writing and orally, in an international business context.

This course requires considerable reading and/or preparation of case studies for each class. Failure to adequately prepare will reduce the learning that this course can offer. Your ability to analyse information will be constantly challenged.

INSTRUCTOR AND CONTACT INFORMATION

Linda Stockton
DSB211, ext. 23989
e-mail: stockton@mcmaster.ca
Office Hours: After Class

TA: Tim Fung: fungtimothy@gmail.com
http://www.degroote.mcmaster.ca/UG/register.html

COURSE DESCRIPTION

This survey course provides a broad introduction to international business in the contemporary world. Accordingly, the course covers a wide range of material touching on the international environment and on the operational issues encountered by firms doing business within that environment. It will seek to integrate and expand on the principles learned in core courses throughout the Commerce program. It will also focus on ethical issues in the international environment, seeking to show students how Multi National Corporation’s (MNC’s) actions impact on the rest of the world.

Approximately half of the course will focus on trade, investment theory, and the environment, the remainder on strategy and the adaptation of managerial activities to the international environment. We will seek to use Canada and Canadian practices as a comparison point.
LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:

- Understand some of the complexities of doing business in foreign markets.
- Analyze the business environment of a foreign market and identify the business opportunities.
- Provide action oriented plans to maximize opportunities that arise.
- Evaluate various entry strategies and co-ordinate the firm and the foreign market, in choosing between these strategies.
- Communicate effectively both orally in presentation form and in writing.

COURSE ELEMENTS

<table>
<thead>
<tr>
<th>Credit Value:</th>
<th>3</th>
<th>Leadership:</th>
<th>Yes</th>
<th>IT skills:</th>
<th>Yes</th>
<th>Global view:</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avenue:</td>
<td>Yes</td>
<td>Ethics:</td>
<td>Yes</td>
<td>Numeracy:</td>
<td>Yes</td>
<td>Written skills:</td>
<td>Yes</td>
</tr>
<tr>
<td>Participation: Yes</td>
<td>Innovation:</td>
<td>Yes</td>
<td>Group work:</td>
<td>Yes</td>
<td>Oral skills:</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

REQUIRED COURSE MATERIALS AND READINGS

GRiffin & Pustay, INTERNATIONAL BUSINESS, 6TH ED., PEARSON PRENTICE HALL, 2010.
Custom Courseware package which contains the articles and cases for discussion and two past exams given in this course, for your interest.

Other Recommended Readings:
The Economist
Andrea Mandel-Campbell, Why Mexicans Don’t Drink Molson, Douglas and McIntyre, 2007
(You can find this book at: http://books.google.ca/books?id=rE7vYr1rgBgC&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)

COURSE WEBSITE

This course has an Avenue to Learn (ATL) site at http://avenue.mcmaster.ca. Your userid is the same as your Mac e-mail id.

On this site you will find:
- outline slides in PowerPoint
- links to useful international business and other course-related websites.
- additional information about course evaluation components.
- course documents such as this syllabus, any amendments to the schedule.
- articles of interest
**EVALUATION**

Learning in this course results primarily from in-class discussion and participation of the students in discussions with the instructor and in case analyses. The balance of the learning results from the work each student does in evaluating his/her company of interest and in the interactions one has with members of his/her group. Work will be evaluated on both an individual and group basis. When group work is requested, group members will share the same grade adjusted by individual efforts in presentations and writings based on peer evaluations. Your final grade will be calculated as follows:

**COMPONENTS AND WEIGHTS**

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final Exam</td>
<td>30%</td>
</tr>
<tr>
<td>Class Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Individual Case Hand-in</td>
<td>15%</td>
</tr>
<tr>
<td>Country Presentation</td>
<td>15%</td>
</tr>
<tr>
<td>Interim Report</td>
<td>10%</td>
</tr>
<tr>
<td>Final Presentation</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100%</td>
</tr>
</tbody>
</table>

*Students who meet the expectations as laid out in this outline on all components can expect a grade of B in this course.*

**CONVERSION**

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

*… please note that the Commerce grade conversion is …*

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Percent</th>
<th>Letter Grade</th>
<th>Percent</th>
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</thead>
<tbody>
<tr>
<td>A+</td>
<td>90 - 100</td>
<td>C+</td>
<td>67 - 69</td>
</tr>
<tr>
<td>A</td>
<td>85 - 89</td>
<td>C</td>
<td>63 - 66</td>
</tr>
<tr>
<td>A-</td>
<td>80 - 84</td>
<td>C-</td>
<td>60 - 62</td>
</tr>
<tr>
<td>B+</td>
<td>77 - 79</td>
<td>D+</td>
<td>57 - 59</td>
</tr>
<tr>
<td>B</td>
<td>73 - 76</td>
<td>D</td>
<td>53 - 56</td>
</tr>
<tr>
<td>B-</td>
<td>70 - 72</td>
<td>D-</td>
<td>50 - 52</td>
</tr>
<tr>
<td>F</td>
<td>00 – 49</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Since effective communication is a key to success in the business world, all marks will be based on not only the substance of your work, but also the quality of your written and oral communication. Particularly poor communication could result in a reduction of your overall mark as much as one grade point.
COMMUNICATION AND FEEDBACK

Students who are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential email to the respective Area Chair (deal@mcmaster.ca) or the Associate Dean (adbusac@mcmaster.ca).

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants.

Instructors are required to provide evaluation feedback for at least 10% of the final grade to students prior to Week #5 in the term.

Instructors may conduct an informal course review with students by Week #3 to allow time for modifications in curriculum delivery.

Students who wish to have a course component re-evaluated must complete the following form: http://www.mcmaster.ca/policy/Students-AcademicStudies/Form_A.pdf

In order for the component to be re-read:

- the component must be worth 10% or more of the final grade in the course
- students pay a fee of $50 in Gilmour Hall #209 (receipt is then brought to APO)
- the Area Chair will seek out an independent adjudicator to re-grade the component
- an adjustment to the grade for the component will be made if a grade change of three points or greater on the 12 point scale (equivalent to 10 marks out of 100) has been suggested by the adjudicator as assigned by the Area Chair
- if a grade change is made, the student fee will be refunded

PARTICIPATION

This refers to the spoken comments that you make in class, which will normally be in the context of:
- a case or article discussion
- discussion of the theory
- project presentation

Since your class participation is evaluated on its quality and its consistency, you should think carefully about the contribution your comments will make to understanding and resolving the issues under discussion. The competition for air time will often be intense, so try not to talk just for the sake of talking. Your instructor and the other students will know when you are! LISTEN carefully to the discussion going on to avoid repetition of comments already put forward.

On the other hand be sure you do speak out. This is the time and place to develop the assertiveness and communication skills that are so necessary for success in business. **There will be no other opportunity to make up the 10%** awarded, to your individual participation, by doing an alternate assignment. Attendance does not constitute participation.
The assigned teaching assistant will make a note of each student’s participation. Name cards are used to help give credit for your participation. I encourage you to make yourself known to me by visiting briefly in my office. You may also check after class to ensure your contributions have been accurately recorded. Credit will not be given to those students who are not adding value to the discussion or who cannot be identified by a name tag. The TA will be present in most classes so your attendance and preparedness in all classes becomes important.

Absence from class is a serious matter, since you obviously can't participate if you're not there. Please let me know, as you would the person chairing a business meeting, when you can't attend. Although attendance will not be recorded, except during the final group project presentations, your lack of attendance will have a negative impact on your participation grade as well as your overall grade for the course. Hence attendance is mandatory. If, for any reason you are unable to attend your regularly scheduled class, you may attend an alternate section to make it up. Allowances will not be made for missed classes for any reason other than illness or funeral, both of which require the proper documentation, within one week of returning to class. The course outline details when the material will be presented. Lack of attendance during the final group presentations will affect your participation grade by as much as 50%.

The key to a high participation mark is making a quality contribution to every class. Marks will be awarded on both consistency and on quality. You are responsible to look up any terms or language that you are unfamiliar with before class.

Some comments specifically regarding case discussions are in order. To prepare inadequately for them is to deny yourself much of the learning that this course offers. To prepare adequately is to immerse yourself in each case or article by reading it at least twice, the first reading to obtain an overview, the second to flush out the detail. Make handwritten notes to facilitate your contribution to the class discussion, especially regarding any discussion questions that your instructor leaves with you. Be prepared to devote at least two hours of solid work to each case prior to the in-class discussion. I may periodically ask you to hand in your written analysis for the purpose of assessing your preparation. If you do not have notes on the day requested, you will not receive credit for participation on that day. Notes mean separate notes and not the highlighting of the article or case. I will be looking for your analysis.

You will get next to nothing out of a case discussion if you are not fully prepared, and you run the risk of being embarrassed if I call upon you to contribute. If you are not prepared please let me know at the start of the class to avoid embarrassment.

**Final Exam**

The exam will encompass any material presented in class, textbook readings, case and article discussions and videos. The text readings should be done prior to the lecture and not left to the end of the term. The exam may be essay style or a combination of essay style and multiple choice. Your ability to analyze situations will be tested. There are two older exams included in the courseware package. I recommend that you practice with those prior to the exam. You may bring a translation dictionary to the exam but it must be in paper format with no definitions. The exam will be held in class on Wed. June 19th.
NOTE: The use of a McMaster standard calculator is not allowed during examinations in this course. See McMaster calculator policy at the following URL:

http://www.mcmaster.ca/policy/Students-AcademicStudies/examinationindex.html

**PEER EVALUATIONS**

The result of this process is a true reflection of each group members’ contribution to the project. You will be expected to resolve any residual conflict using the principle of FAIRNESS. Some members (i.e., those that contribute the most to the process) may find that their overall grade will go up as a result of the peer evaluation. Others may find that their overall project grade will go down. I recommend that this reward system be discussed during the first group meeting.

Past experience with groups has shown that most troubles arise because (a) individuals do not respect the group process, and (b) there is lack of proper communication among group members. The first group meeting should happen in the first two weeks. This is a good time to set the parameters for group work such as: when the group will meet, attendance at group meetings including punctuality, and preliminary assignment of tasks. You should also make a calendar of all “good” and “bad” times for the group (i.e., when group members have commitments to work, tests, major assignments, classes, social commitments, holidays, etc.). The worst thing you can do is surprise your group with a long-standing commitment at the last minute.

Peer evaluations not received will indicate an equal proportion of the work completed by each and every group member. They must be signed off by each and every group member in order to be used. I will accept individual evaluations from the members as long as there is agreement from the group or I deem it necessary to go this route. Try to work through group disharmony, and if you are unable to resolve any matters, set up a group meeting with me. I will be happy to assist in problem resolutions.

To assist you in coming to terms with group members who may not be performing up to standards, I am requiring one interim peer evaluation per group, signed by all group members to be handed in with the interim report. This is a good time to voice concerns and hopefully resolve them before the major portion of the project is done. This is also a great tool to learn how to evaluate the performance of others and deliver that evaluation verbally. **Do not rubberstamp this review as evaluations not done carefully at this time can set the stage for problems in the upcoming weeks. I will not accept interim peer evaluation with equal distribution of the work completed.**

**COUNTRY SPECIFIC BUSINESS ANALYSIS**

The first 25 minutes of each lecture will be a student presentation on a country and how that country fits into the international business environment. Allow 20 minutes for your presentation and 5 minutes for discussion. Extensive research is required here as you are not only learning about how to do research and presentations but also educating your fellow students about the country you chose. Make sure you are using current information. (E.g.: Globe and Mail articles). Be critical in your assessment of your country. Do not rely solely on government provided information as it may be biased.
To allow each group a chance to do a presentation, these will begin the week of May 13\textsuperscript{th}, in class #3. It is useful for your classmates to have a one page hand-out of your presentation. Please include the group members’ names on your hand-out as well as a list of the references you used. All material presented is testable! Technical difficulties will result in your research not being presented and hence a grade of “0”. Please arrive in the classroom early enough to ensure your presentation works on the equipment provided in the room. DSBAB103 is fully equipped for powerpoint presentations so normally a USB flash key is all that is necessary to load your presentation. Linked videos, etc. need to be done ahead of time. As a contingency, your presentation should be e-mailed to one of your group members for back-up.

These presentations will be done in groups of 5 or 6 students depending on class size. The group you choose for the country presentation will be the same group for the term project so choose your group wisely.

Please include a comparison to Canada where appropriate to give meaning to the information. You should give the class advice on whether or not to invest in your country. Advice on entry method should also be included. Be specific here. Give examples of recent Canadian or American companies who have invested in your country.

Please provide your instructor with a copy of your power point presentation printed as a hand-out with three slides per page, preferably back printed, before you present.

**Material to be covered includes but is not confined to:**

- **Population demographics** - age, family size, income
  - housing, etc
  - employment statistics
  - skill level of the labour force

- **Cultural issues** - religion
  - body language
  - treatment of women
  - education
  - business customs, etc.

- **Political issues** - type of government
  - incidence of terrorism, etc.

- **Currency** - value in relation to USD over the past two years on a monthly basis.

- **Trade barriers** - tariff and non-tariff
  - government incentives targeting foreign investment

- **Legal issues** - basis of law
  - contract law
  - human rights

- **Economy** - GDP
  - income distribution

- **Balance of payments** - top 5 imports
  - top 5 exports
  - major trading partners

- **Physical forces** - topography
  - climatic conditions
  - infrastructure

In addition, the chart on the next page contains other issues to be included in the presentation. Marks will be awarded based on the quality of the research, analytical skills, presentation skills, ability to stay at 20 minutes, ability to answer and stimulate questions and all this in comparison to all other sections. The presentation should be interesting and you should know your country
well enough that reading notes will not be necessary. Reading takes away from the interest of your presentation and will reflect in your mark. Practice your presentation before you present to the class to overcome nervousness, check your timing and to ensure the PowerPoint operates well.

I respectfully ask you to show consideration for your peers during these presentations. As many of you feel nervous when presenting, interruptions like people entering or leaving the room or cell phones ringing can have a major damaging impact. Please show your peers respect while they are presenting and they will show the same for you.

There is a required peer evaluation on page 22 of this outline to be handed in before you present. You will receive a mark of “0” if this is not handed in.

Be novel or creative in your approach. Two thirds of your grade will come from the material presented; the other part will be presentation interest and skills. I will be looking for your analysis. The standard will increase as the term progresses as you have the advantage of time and experience the later in the term you present.

The country selection and class numbers are as follows:

<table>
<thead>
<tr>
<th>CLASS NUMBER</th>
<th>COUNTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>China - Guanxi</td>
</tr>
<tr>
<td>4</td>
<td>Mexico</td>
</tr>
<tr>
<td>6</td>
<td>Japan - Keiretsu</td>
</tr>
<tr>
<td>7</td>
<td>Spain</td>
</tr>
<tr>
<td>8</td>
<td>South Africa</td>
</tr>
<tr>
<td>9</td>
<td>Australia</td>
</tr>
<tr>
<td>10</td>
<td>India</td>
</tr>
<tr>
<td>11</td>
<td>Peru</td>
</tr>
</tbody>
</table>

**INTERNATIONAL MARKET RESEARCH ASSIGNMENT**

Using the case in your courseware, called Lululemon, rank the countries/cities in the order of importance for expansion, to Lululemon. Provide a four page summary of your ranking with your justification. A signed copy of the contract on page 21 of this outline must be personally delivered in class #5. There will be no mark awarded to submissions that don’t have a signed contract handed in in person on the aforementioned day.

This assignment is individual. A four page (maximum) electronic submission is required on Wed. May 22nd by noon. No assignments will be accepted late so please don’t wait to the last minute to do this.

The submission should contain your ranking, in order, as well as a rationale for the selection criteria used. You should also provide a conclusion. Be prepared to discuss and defend your findings. Quantify your selection by developing a scoring method for your criteria. No
appendices will be accepted for this assignment but if you researched information outside of the case then you should provide a list of those references using endnotes and superscript.

Your paper should be submitted through “turnitin.com.” Our class ID is: 6218835 and enrolment password is: lululemons13. You will have to set up a profile the first time you use turnitin. This must be completed before turnitin will accept your assignment. Turnitin.com is a plagiarism detection service. Turnitin.com checks your submission against the internet, published works and Turnitin’s database for similar or identical work. Please save your file in the following format: Surname, Given name, Student #. Please also only use Microsoft Word (any version) for this assignment. You will receive confirmation from turnitin that your submission has been accepted both at the time of submission and via e-mail. Do not delete this e-mail confirmation until you have had the assignment marked and returned to you. This is just a precaution.

I will be printing your submission according to the standard set out under “Written Deliverables. Submissions through turnitin do not necessarily look as you intended but will format correctly when downloaded through “Word.”

If a student refuses to submit his or her work to Turnitin.com, he or she cannot be compelled to do so and should not be penalized. I will accept a copy of your assignment via e-mail to Stockton@mcmaster.ca but it must meet the deadline as stated here. The date and time stamp in my in-box will decide if the deadline has been met. The assignment will be subjected to a Google search or some other kind of search engine. To see guidelines for the use of Turnitin.com, please go to:

http://www.mcmaster.ca/academicintegrity/turnitin/students/index.htm

**WRITTEN DELIVERABLES**

All hand-in assignments are expected to be in the best business standard. That being: double-spaced, 1” margins all around and 12 point font in Times New Roman. Any that do not meet this standard will find that the entire paper will not be marked. The marker will estimate where the material would have ended if the proper standard was employed and stop marking there. You must also include a cover page that clearly identifies: the assignment title, your name(s), date, section(s) and course number at a minimum. Cover pages and endnotes are not included in the page count.

**TERM PROJECT**

The project is done in groups of five or six students. The same group will be used from the Country Presentation. There will be a self-and-peer evaluation at the end of the course to aid me in translating your group’s mark to individual marks.

The objectives of the project are as follows:

- provide the opportunity to research the theory in a specific area of international business in greater depth than that achieved in lectures and case discussions.
- provide the opportunity to apply the theory to the international activities of a real company.
- provide practice in presenting the results of a major project.
stimulate the teamwork that is increasingly important in the business world.

As for the subject of your project virtually any IB topic is possible. The key is to pick a company with major IB activities and then to choose one of those activities for detailed study (e.g. acquisition, joint venture, licensing, establishing host-country facilities, sourcing, hedging, personnel selection and training, etc.). That activity is of course the focus of the considerable primary and secondary research that the project entails. The activity must be outside of Canada and the US.

As a second alternative to those groups who are unable to secure a company contact, they may choose to launch a new product in the country of their choice (excluding Canada and the US). A complete analysis of the chosen country and the theory applied to the launch is required here. This is not the preferable option as it does not allow for any primary research which could benefit you in future career endeavours but has no effect on the marking.

It is not necessary to have a primary contact for this assignment.

**CHOOSING YOUR COMPANY AND IB ACTIVITY**

These choices are critical. Past experience of supervising and marking student projects have taught me the following key points, which I pass on for your consideration:

Students are better motivated, and learn more, when the company, and its IB activity are of personal interest to them.

More secondary information is available on large companies than on small ones, and on listed companies than on unlisted ones.

Primary research is used to update, augment and give perspective to your secondary research. Thus it is important that you have solid primary sources within the company you are researching. By “solid” I mean relatives, friends, former or current employers, etc.

Companies which students have worked with in the past will be acceptable only on approval of the instructor and after having received a complete copy of the previous paper.

**PROJECT PROPOSAL** (due May 15th in class)

Think of your project proposal as a one-page (maximum) memo to me that achieves the following:
1) identifies the members of the group (names, sections and student numbers). Please also include the phone number of at least one group member so I can reach you with information pertaining to your project.
2) identifies the company and IB activity you have chosen, and states why you chose them.
3) identifies the IB theory you will be applying. See your text for ideas here.
4) identifies detailed planned start and finish dates for key activities.

I will discuss any concerns I have with your proposal. No discussion from me means proceed.

**INTERIM REPORT** (due May 29th in class.)
A ten page submission of the data and information gathered up until May 27th, is required for hand in May 29th. For format please see page 10. Do not include appendices here as they will not be marked. For this report, please just tidy up the file you have been building, print it and hand it in. Do not bind this report. Just a staple in the top left of the page is all that is necessary. No folders please. It is a work in process and a chance for me to provide feedback.

Please use the form on page 20 of this outline for your interim peer evaluation. This is mandatory to receive marks. Use this opportunity to practice your management skills of critically assessing each other’s performance to date. **I will not accept equal distribution on this review.**

*The interim report will be evaluated based on: a clear objective or problem definition, the information on your company and country gathered as well as much of the analysis. Also a clear indication of which IB theory you will be applying and how it applies, in your situation, will be necessary.*

**FINAL PRESENTATION** (June 17th in class)

You may, and should, invite your company contact to attend your presentation. This will provide them with a look at the work you have done throughout the term and allow them to provide feedback to you. I request that you let me know in advance that you will have a company representative in class on the day you present. This enables me make any scheduling accommodations necessary.

The format of your final presentation depends a good deal on your choice of company and IB activity or chosen country. However, as a guideline, you may want to include the following sections:

- **Introduction / Objective**
- Company background.
- International Management Theory to be applied. This provides your group with options to assess and base your recommendation on.
- How the company is handling the activity currently or how would a company go about launching the new product.
- Analysis and evaluation of current results. If your company has no experience in the international environment then find an alternate company to use for benchmarking purposes.
- Analysis of the business environment in the host country as it pertains to your project.
- Your recommendation for handling the IB activity.
- References (Only those which were used.)

Two copies of your PowerPoint slides must be handed into the instructor prior to your presentation. Please use a format of 3 slides per page and back-print the pages if your printer can handle this option. Failure to submit the printed copies prior to your presentation will result in a mark reduction. Printed versions will not be accepted after the presentation. You must list your references on your power point presentation either on each slide or as a final slide. Remember, you will be presenting this to your client so make sure your presentation is to the best business standard and that you practice beforehand to work out the bugs. If your company sends a representative to watch the presentation, then please also provide them with a copy of your powerpoint slides.

In marking your presentation I will use the following as an *approximate* breakdown:
- clear statement of objective .......................................................... 10%
- research (amount and quality of primary and secondary data collected) ........................................... 30%
- analysis (your interpretation of the data you collect, how you relate it to IB theory, the conclusions you draw short of recommended action) .............................. 30%
- recommendations ................................................................. 20%
- presentation skills ................................................................. 10%

**DETAILS OF FINAL PRESENTATION**

You have twenty-five minutes maximum, including time for questions and answers, to tell your story to your classmates and myself. In marking your final presentation, keep in mind its objectives, as follows:
- to give you practice in preparing for, and delivering a presentation
- to make your classmates more effective business people.
- provide some useful information about a company and how it manoeuvres in the international arena.

Within these general parameters I leave the exact format of your presentation to you. All members of the group must present to be awarded any marks for the project. Attendance during presentations is **mandatory** and will be recorded. I may ask you to evaluate your peer’s presentations.

**STUDENTS WITH DISABILITIES**

Students with disabilities are required to inform the Student Accessibility Services (SAS) of accommodation needs for examinations on or before the last date for withdrawal from a course without failure which is Friday, November 11th (please refer to official university sessional dates). Students must forward a copy of such SAS accommodation to the instructor immediately upon receipt. If a disabled student chooses NOT to take advantage of a SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

[http://sas.mcmaster.ca](http://sas.mcmaster.ca)

**RESEARCH USING HUMAN SUBJECTS**

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge and understanding. As a research intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and well-being. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:


McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy Statement. The University is committed, through its Research Ethics Boards, to assisting the
research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans. If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University’s research ethics guidelines: http://www.mcmaster.ca/ors/ethics

### CONFIDENTIALITY

You will appreciate that the real-world organizations that cooperate with you during the course of your project do so generally for altruistic reasons, receiving little or no direct benefit. For this reason, and for ethical reasons, it is absolutely imperative that no cooperating organizations be harmed as a result of cooperating with you. Amongst other things this means that no organization should receive any information about any other outside organization through you, which is not in the public domain. At the risk of belabouring the point, let me make it again. In collecting data, you are presenting yourselves as McMaster University business students doing an academic project. Your sources agree to cooperate on the basis of that understanding. To misuse the data they reveal would be a serious breach of professional ethics.

### SUPPLEMENTARY REFERENCES

The following are just some of the sources that could be useful for your project. They are, of course, in addition to your textbook.

**Periodicals**
1) Business International Corporation’s Business Asia (BA), Business China (BC), Business Europe (BE), Business Eastern Europe (BEE).
2) Economist Intelligence Unit’s Investing, Licensing and Trading Conditions Abroad (for each of Africa, Asia, America, Europe)
3) Economist Intelligence Unit’s Financing Foreign Operations (by country)
4) The Economist (weekly magazine)
5) Journal of International Business Studies - academic
6) Far Eastern Economic Review

**Newspapers**
- Financial Times (of London) - excellent
- Toronto Globe and Mail Report on Business
- Wall Street Journal
- The Toronto Star

**Please Note**: there are other sources of information than the Internet. Don’t make the mistake of limiting your research to this one source.
ACADEMIC DISHONESTY

Please note that students involved in academic dishonesty will receive a ZERO grade on the particular component in which the infraction occurred and a notation of academic dishonesty in the Dean’s office. Students may also receive a ZERO grade on the course, a notation of academic dishonesty on their transcripts (i.e., Notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university. The University Senate Resolutions on Academic Dishonesty states:

Academic dishonesty consists of misrepresentation by deception or by other fraudulent means. In an academic setting this may take any number of forms such as copying or use of unauthorized aids in tests, assignments, examinations, lab reports, term papers, or cases; plagiarism; talking during in-class examinations; submission of work that is not your own without citation; submission of work generated for another course without prior clearance by the instructor of both courses; submission of work generated by another person; aiding and abetting another student’s dishonesty; and giving false information for the purpose of gaining admission or credits; and forging or falsifying McMaster University documents. No excuses for violation of this policy, including ignorance of the policy, are accepted.

For more detailed information see the following link:

http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicIntegrity.pdf

It is the student’s responsibility to understand what constitutes academic dishonesty. Please be careful when handing in assignments, reports, essays and/or cases that are based on individual work. TAs have been instructed to NOT grade any paper that is deemed to have similar content with another person’s work. In instances when work is suspected to be copied and/or plagiarized, all students involved will be notified and the case will be reviewed first by the instructor and then by the Office of Academic Integrity.

REQUESTING RELIEF FOR MISSED ACADEMIC TERM WORK

1. Students may request relief from a regularly scheduled midterm, test, assignment or other course component in the following two ways:

   a) for absences from classes lasting up to five (5) days; or
   b) for absences from classes lasting more than five (5) days.

   a) For absences from classes lasting up to five (5) days
   Students must use the MSAF (McMaster Student Absence Form). This is an on-line, self-reporting tool, for which submission of medical or other types of supporting documentation is normally not required. Students may use this tool to submit a maximum of one (1) request for relief of missed academic work per term. Students must follow up with their course instructors regarding the nature of the relief within two days of submitting the form. Failure to do so may negate the opportunity for relief.
It is the prerogative of the instructor of the course to determine the appropriate relief for missed term work in his/her course.

b) For absences from classes lasting more than five (5) days
Students cannot use the MSAF. They MUST report to the APO to discuss their situation and will be required to provide appropriate supporting documentation.

2. Students who wish to submit more than one request for relief of missed academic work per term cannot use the MSAF. They must report to the APO and discuss their situation with an academic advisor. They will be required to provide supporting documentation and meet with the Director.

3. The MSAF cannot be used during any final examination period.

4. Students who require accommodations to meet a religious obligation or to celebrate an important religious holiday must make their requests in writing within three weeks of the start of term to the APO.

5. Students seeking relief due to: work-related (for part-time students only) commitments; representing the university at an academic or varsity athletic event; and/or conflicts between two (or more) overlapping scheduled midterm exams, have the option of applying for special exam arrangements. Such requests must be made to the APO at least ten (10) working days before the scheduled exam along with acceptable documentation. There will be only one common sitting for the special exam. Instructors cannot themselves allow students to unofficially write make-up exams/tests. Adjudication of the request must be handled by the APO.

**POTENTIAL MODIFICATIONS TO THE COURSE**

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.
MISSED TESTS AND ASSIGNMENTS

Where students miss a regularly scheduled midterm, test, or other course component for legitimate reasons as adjudicated by the Academic Programs Office (APO), the weight for that component will be distributed across other evaluative components of the course at the discretion of the instructor. Documentation explaining such an absence must be provided to the APO within five (5) working days upon returning to school. The approved McMaster Medical Form must be used to document absence for health related reasons. If an exam is missed without a valid reason, students will receive a grade of Zero (0) for that component. If a student submits three (3) medical certificates per year, the student must meet with the Director of the program. Please see the following URL for APO forms and the MacFiLLin form:

http://www.degroote.mcmaster.ca/UG/register.html
https://mcmaster.ca/macfillin/

Students unable to write at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; and conflicts between two overlapping scheduled midterm exams, have the option of applying for special exam arrangements. Such requests must be made to the APO at least ten (10) working days before the scheduled exam along with acceptable documentation. There will be only one common sitting for the special exam. Instructors cannot themselves allow students to unofficially write make-up exams/tests. Adjudication of the request must be handled by the APO.

In the case of assignments for this course, there will be no exceptions to the deadlines presented here as the assignment information has been declared in this outline and provided to students on their first day of class, hence there is no need to wait until the last minute to complete them.

LECTURES

I have included a topic schedule and text readings for you on the next few pages. Please read the text pages **before** class as I will often times assume your understanding of the material and lecture from there. All material in the text, cases, country presentations, articles and class discussions is testable. Preparing yourself for class ahead of time will make the writing of the exam much easier and also make the lecture time more interesting. That said, I leave what you get out of this course to you.

CELL PHONES

In consideration of all your peers and your instructor, please turn off all cell phones before entering the classroom unless there is a pending emergency. Cell phones ringing during lectures and discussions are an interruption. Your consideration is appreciated.
<table>
<thead>
<tr>
<th>DATE</th>
<th>MEETING NO.</th>
<th>TOPIC AND ACTIVITIES</th>
<th>READINGS IN TEXT</th>
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<tbody>
<tr>
<td>May 6</td>
<td>1</td>
<td><strong>Introduction to International Business:</strong> Format of the course. Quiz. Nature of IB. Putting Canada in the picture. Ethics and Social Responsibility. <em>(Read Only)</em></td>
<td>Chapters 1 &amp; 5</td>
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<td>May 13</td>
<td>3</td>
<td><strong>Country: China</strong> International Business Strategy: Globalization and multi domesticity Entry strategies. The termite strategy. <strong>Case Discussion:</strong> <em>Samsung China.</em> <em>(part of courseware pack)</em></td>
<td>Chapters 12 &amp; 13</td>
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<td>May 15</td>
<td>4</td>
<td><strong>Country: Mexico</strong> Economic Integration: Types with pros and cons to bloc and non-bloc countries. The European Union (EU). NAFTA and other blocs. <strong>Article Discussion:</strong> <em>Murder Most Foul</em> <em>(part of courseware)</em> <strong>Project Proposals due in class</strong></td>
<td>Chapter 10</td>
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<tr>
<td>May 22</td>
<td>5</td>
<td><strong>Case:</strong> <em>Lululemon</em> <em>(submission Wed. May 22nd, by noon.)</em> See pages 9 &amp; 10 for details. <strong>International Market Research:</strong> Selecting target markets. The process of obtaining primary and secondary data. Estimating market size. <strong>International Organizations:</strong> UN, NATO, the World Bank, GATT or World Trade Organization. OECD, the IMF and OPEC.</td>
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<td>May 27</td>
<td>6</td>
<td><strong>Country: Japan</strong> Culture: Aspects of culture and impact on IB. Hofstede’s cultural model. <strong>Case:</strong> <em>National Office Machines</em> <em>(part of courseware pack)</em></td>
<td>Chapter 4</td>
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<td>May 29</td>
<td>7</td>
<td><strong>Country: Spain</strong> Balance of payments: How it is laid out and how to use it to predict future government imperfections. <strong>The International Monetary System:</strong> The Gold Standard. Bretton Woods. IMF. Exchange rate regimes. Purchasing power parity. <strong>Interim Report due in class</strong></td>
<td>Chapters 7 &amp; 8</td>
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| June 3   | 8           | **Country: South Africa**  
*Article Discussion: Our Puny Loonie* (part of courseware pack.)                                                                                                                                                                                                                    | Chapter 18       |
| June 5   | 9           | **Country: Australia**  
Marketing: Factors for standardization vs. customisation. Product and promotion adaptation.                                                                                                                                                                                                                                                  | Chapter 16       |
| June 10  | 10          | **Country: India**  
Marketing (cont’d) Pricing in foreign markets. Distribution  
*Case: Indian Villagers Set to do Battle* (part of courseware pack)                                                                                                                                                                                                             | Chapter 19       |
| June 12  | 11          | **Country: Peru**  
Human Resources: Recruiting, training and developing, compensating and repatriating international personnel in foreign countries.  
*Case: Office Equipment Company (OEC)* (part of courseware pack)                                                                                                                                                                                                                   |                  |
| June 17  | 12          | **Course Evaluations**  
*Project presentations*                                                                                                                                                                                                                                                                                                                        |                  |
| June 19  | 13          | **Final Exam**                                                                                                                                                                                                                                                                                                                                                                                                  |                  |
### Final Peer Evaluation (Optional)

**Company Name:** ___________________________________________________

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<th>Group Members Names in ABC order</th>
<th>Allocation of work done (% to total)</th>
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**Interim Peer Evaluation**  
*(Mandatory)*

**Company Name:** ___________________________________________________

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*THIS PAGE TO BE SUBMITTED WITH INTERIM REPORT*
Summer Term 2013       Contract

From: __________________       ________________________

To: Professor Stockton

I promise that I did not consult in any way with anyone as I completed this assignment. I also promise I did not use the work completed by any past student in this course. I agree not to allow future use of my assignment “Lululemon” by any person(s) enrolled in Commerce 4SA3 subsequent to this term. I understand that if I do, at a minimum, my mark on this assignment will be changed to a zero and my final grade recalculated. I also understand that this will be brought before the Academic Integrity Committee for their ruling on the matter.

Signed ____________________________________________________________

Date _______________________________
Peer Evaluation for Country Presentation

Country Presented: _____________________________________________________

Date and Section: _____________________________________________________

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Comments: