Commerce 4SA3 - International Business  
Fall 2016 Course Outline all Sections  
Strategic Management Area  
DeGroote School of Business  
McMaster University

**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**

**Instructor and Contact Information**  
Instructor: **Linda Stockton**  
E-mail: stockton@mcmaster.ca  
Office: DSB 211  
Office Hours: after class or by appointment  
Tel: (905) 525-9140 x23989

**Section 2:** Mon. 11:30 – 2:20  
**Section 7:** Mon. 7 - 10  
**Section 5:** Tues. 11:30 – 2:20

Class Location: DSB AB103
COURSE ELEMENTS

Credit Value: 3  Leadership: Yes  IT skills: Yes  Global view: Yes  
Avenue: Yes  Ethics: Yes  Numeracy: Yes  Written skills: Yes  
Participation: Yes  Innovation: Yes  Group work: Yes  Oral skills: Yes  
Credit Value: 3  Leadership: Yes  IT skills: Yes  Global view: Yes

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 Corporations’ (MNCs’) 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 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.
REQUIRED COURSE MATERIALS AND READINGS

Avenue registration for course content, readings and case materials  
$FREE  
➢ [http://avenue.mcmaster.ca](http://avenue.mcmaster.ca)

HILL & MCKAIG, INTERNATIONAL BUSINESS, 4TH CANADIAN ED., McGRAW-HILL RYERSON, 2015.  
$99.95  
Custom Courseware package which contains the articles and cases for discussion and two past exams given in this course, for your interest.  
$15.00

OPTIONAL COURSE MATERIALS AND 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=rE7vYrlrgBgC&printsec=frontcover&source=gbs_ge_summary_r &cad=0#v=onepage&q=&f=false]  
Jim Rogers, Adventure Capitalist, Random House, 2003

COURSE WEBSITE

This course has an Avenue to Learn (ATL) site at [http://avenue.mcmaster.ca](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  
- course updates

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. You will also complete an analysis of the business environment in a foreign country. 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>
<th>Type</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cumulative Final Exam</td>
<td>20%</td>
<td>Individual</td>
<td></td>
</tr>
<tr>
<td>Midterm Test</td>
<td>10%</td>
<td>Individual</td>
<td>Jan. 20th – Feb. 5th</td>
</tr>
<tr>
<td>Tesla Case Hand-in</td>
<td>15%</td>
<td>Individual</td>
<td>Feb. 10th by 5pm</td>
</tr>
<tr>
<td>Class Participation</td>
<td>10%</td>
<td>Individual</td>
<td>ongoing</td>
</tr>
<tr>
<td>Country Presentation</td>
<td>15%</td>
<td>Group</td>
<td>once in the term</td>
</tr>
<tr>
<td>Reflection</td>
<td>5%</td>
<td>Individual</td>
<td>class following</td>
</tr>
<tr>
<td>Project Proposal</td>
<td></td>
<td>Group</td>
<td>Week 3 in class</td>
</tr>
<tr>
<td>Interim Report</td>
<td>5%</td>
<td>Group</td>
<td>Week 7 in class</td>
</tr>
<tr>
<td>Final Presentation</td>
<td>20%</td>
<td>Group</td>
<td>Week 12 in class</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
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</table>

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

### Grade 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:

<table>
<thead>
<tr>
<th>LETTER GRADE</th>
<th>PERCENT</th>
<th>LETTER GRADE</th>
<th>PERCENT</th>
</tr>
</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></td>
<td></td>
<td>F</td>
<td>00-49</td>
</tr>
</tbody>
</table>
**COMMUNICATION AND FEEDBACK**

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 #8 in the term. Instructors may conduct an informal course review with students in Week #5 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](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 and the receipt is then brought to Student Experience - Academic Office (formerly the APO) in DSB 112;
- 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. In addition, 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 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 all 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. 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. 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. You may attend an alternate section to accommodate appointments, interviews, etc.

The key to a high participation mark is making quality contributions 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. You will receive a mark out of three for each class. Essentially, ‘0’ if you do not contribute. Good (1), Better (2) and Best (3) in relation to the other students in class for the other marks.

**CASE PREPARATION**

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. 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.

**TERM TEST**

This test will consist of 50 multiple choice questions and is to be completed in 40 minutes. You may complete this test at any time during the period of Jan. 20th (8am) to Feb. 5th (11:59pm). It will be done on-line on Avenue and you will be allowed 40 minutes to complete it in one session. The system will stop access at the 40 minute mark. The system will count down your time and give you a one minute warning. If you have not submitted the test by the 40 minute mark, you will lose all of your answers so pay careful attention to this. You will not be able to re-enter the test once you have left the test or the 40 minutes has elapsed. It will consist of questions from chapters 1, 2, 4, 5 & 6 plus any additional lecture material from classes 1 and 2. You will be allowed to take the test a second time if you choose to and the two test marks will be averaged for your final score.
**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 multiple choice. I will give you more information later in the term. Your ability to analyse 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.

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 assignment at hand. 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 project 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.

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.

To allow each group a chance to do a presentation, these will begin the week of Jan. 23rd, in class #3. It is useful for your classmates to have a one page handout of your presentation. Please include the group members’ names on your handout as well as a list of the references you used.

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 power point 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 6 students depending on class size. The presentation will be awarded a mark out of 15 to be distributed amongst the group members depending on the peer evaluation.

The presentations will be recorded for your review. Five other marks on the presentation will be awarded individually based on the reflection you write on your personal strengths and weaknesses while presenting. You will receive either an S- (3), S (4) or S+ (5) based on the thoughtfulness of your reflection.

Please provide your instructor and your TA with a copy of your power point presentation printed as a handout 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
- education
- treatment of women
- 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

Economy - GDP
- income distribution

Legal issues - corruption
- human rights

Physical forces - topography
- climatic conditions
- infrastructure
- location

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

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. 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 24 of this outline to be handed in before you present. You will receive a mark of “0” if this is not handed in. It is not a requirement to allocate the percentage of work done unevenly between group members but it is important to have a discussion about group and individual performance.

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>Spain</td>
</tr>
<tr>
<td>5</td>
<td>Angola</td>
</tr>
<tr>
<td>7</td>
<td>Mexico (mirreyes)</td>
</tr>
<tr>
<td>8</td>
<td>Japan (keirestu)</td>
</tr>
<tr>
<td>9</td>
<td>Chile</td>
</tr>
<tr>
<td>10</td>
<td>India (diversity)</td>
</tr>
<tr>
<td>11</td>
<td>Peru</td>
</tr>
</tbody>
</table>

**INDIVIDUAL CASE HAND IN**

Using the case in your courseware, called Tesla, rank the countries/cities in the order of importance for expansion, to Tesla. Provide a four page summary of your ranking with your justification. A signed copy of the declaration on page 23 of this outline must be personally delivered in class #6. There will be a 25% reduction in your mark for any submissions that don’t have a signed declaration handed in in person on the aforementioned day.

This assignment is individual. A four page (maximum) electronic submission is required by 5pm on Friday, Feb. 10th, 2017. 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 only. Bibliographies are not necessary.

Your paper should be submitted through “turnitin.com.” Our class ID is: 14011449 and enrolment password is: Teslaw17. 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. Do not cut and paste into turnitin. You have to upload your file. 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. Please Do Not e-mail me a second copy as a precaution.
This takes up a lot of time for me and slows the process of getting the assignment printed.

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.”

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**

Unless otherwise directed, 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 and course number at a minimum. Cover
pages and endnotes are not included in the page count.

**TERM PROJECT**

The project is done in the same group as your 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 for the interim report and the project
presentation, to individual marks.

The objectives of the project are as follows:

- to give students the opportunity to research the theory in a specific area of international business in
greater depth than that achieved in lectures and case discussions.
- to give students the opportunity to apply the theory to the international activities of a real company.
- to give students practice in presenting the results of a major project.
- to simulate 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, marketing, target market selection, 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. This is a consulting assignment not a case study so you will need to look into the future and make recommendations to your company on how to proceed with the activity.

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.

Key project events are submission of your project proposal, handing in of interim report and presentation of your final presentation. Dates for these key events are shown in the SCHEDULE.

**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 week 3 in class.)**

Think of your project proposal as a two-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. (You do not need a separate cover page for this proposal)

2) identifies the company and IB activity you have chosen, and states why you chose them.

3) identifies the IB management theory you will be applying. See your text for ideas here. Your recommendations will be based on this theory.

4) specifies the country you will be targeting. (unless you plan on a target market selection as the IB management theory)
5) identifies detailed planned start and finish dates for key activities. This should be quite detailed and become your check sheet for accomplishing tasks.

6) designates the weekly group meeting times and how the group will communicate outside of the regular meeting (eg: google docs).

7) specifies any penalties for being late, missing meetings or not coming to the meeting with the assigned work prepared, and how that will be reflected on the peer evaluations.

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

There is no requirement for a cover page.

**INTERIM REPORT** (due week 7 in class)

A ten page submission of the data and information gathered is required for hand in week 7. Do not include appendices or references 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. It is a work in process and a chance for me to be in your group to provide feedback.

Please use the form on page 22 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.*

*For groups completing a target market selection, your adaptation of the target market selection model constitutes your IB theory and I will be looking for the first round of cuts in place of the country information.*

**FINAL PRESENTATION** (Week 12 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 minimum, you will want to include the following sections:

1) Introduction / Objective
2) Company background.
3) How the company is handling the activity currently or how would a company go about launching the new product.
4) International Management Theory to be applied. This provides your group with options to assess and base your recommendation on.
5) 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.
6) Analysis of the business environment in the host country as it pertains to your project.
7) Your recommendation for handling the IB activity.
8) 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 power point slides.

In marking your presentation I will use the following as an approximate breakdown:

- clear statement of objective ............................................ 20%
- 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 .......................................................... 10%
- presentation skills ........................................................... 10%

**DETAILS OF FINAL PRESENTATION**

You have twenty 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 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.
**ACADEMIC DISHONESTY**

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

[www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity)

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

In this course we will be using a web-based service (Turnitin.com) to reveal plagiarism. Students will be expected to submit their work electronically to Turnitin.com and in hard copy so that it can be checked for academic dishonesty. Students who do not wish to submit their work to Turnitin.com must still submit a copy to the instructor. No penalty will be assigned to a student who does not submit work to Turnitin.com. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., online search, etc.). To see the Turnitin.com Policy, please go to;

[http://www.mcmaster.ca/academicintegrity/turnitin/students/](http://www.mcmaster.ca/academicintegrity/turnitin/students/)

**REQUESTING RELIEF FOR MISSED ACADEMIC WORK**

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

a) for absences from classes lasting up to three (3) days;

b) for absences from classes lasting more than three (3) days; or

c) for conflicts arising from Student Experience - Academic Office approved events
a) for absences from classes lasting up to three (3) 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 as long as the weighting of the component is worth less than **25%** of the course weight. 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. Details are described below.

If the value of the component is worth **25%** or more, students must report to their Faculty Office (the Student Experience – Academic Office for Commerce students) to discuss their situation and will be required to provide appropriate supporting documentation.

Please visit the following page for more information about MSAF:

[http://academiccalendars.romcmaster.ca/content.php?catoid=18&navoid=3204#Requests_for_Relief_for_Missed_Academic_Term_Work](http://academiccalendars.romcmaster.ca/content.php?catoid=18&navoid=3204#Requests_for_Relief_for_Missed_Academic_Term_Work)

b) for absences from classes lasting more than three (3) days:

Students cannot use the MSAF. They **MUST** report to their Faculty Office (the Student Experience – Academic Office for Commerce students) to discuss their situation and will be required to provide appropriate supporting documentation.

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 Student Experience – Academic Office and discuss their situation with an academic advisor. They will be required to provide supporting documentation and possibly meet with the Manager.

c) for conflicts arising from Student Experience - Academic Office approved events:

Students unable to write a mid-term 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; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Please see the DeGroote Missed Course Work Policy for a list of conflicts that qualify for academic accommodation:


Such requests must be made to the Student Experience – Academic Office at least ten (10) working days before the scheduled exam along with acceptable documentation. Non-Commerce students must submit their documentation to their own Faculty Office and then alert the Student Experience – Academic Office of their interest in an alternate sitting of the midterm.
Adjudication of all requests must be handled by the Student Experience – Academic Office. Instructors cannot allow students to unofficially write make-up exams/tests.

The MSAF cannot be used during any final examination period.

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

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**POLICY FOR APPROVED MISSED ACADEMIC WORK**

Students who cannot write a test, and have advanced knowledge and permission as described above, will be given the opportunity to write an alternate version of the test at an alternate time.

Students who did not write a test, and subsequently provide an MSAF submission, or documentation for which they have been approved by the Student Experience – Academic Office, will have the weight of the missed work reallocated across other course components or an alternate evaluation. The student must follow up with the instructor to understand this process and decision.

Students who submit an MSAF, or have been approved by the Student Experience – Academic Office, for an assignment deadline, will be given an extension for the assignment at the discretion of the instructor. Please note, the student will ultimately be required to submit the assignment.

**In the case of assignments for this course, there will be no exceptions to the deadlines presented here or reweighting of marks 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.**

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**STUDENT ACCESSIBILITY SERVICES**

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca.

For further information, consult McMaster University’s Policy for Academic Accommodation of Students with Disabilities:

**POTENTIAL MODIFICATION 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.

**ACKNOWLEDGEMENT OF COURSE POLICIES**

Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of Commerce 4SA3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

**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 AND LAPTOPS**

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. If you are using a laptop to take notes or to look up info occasionally requested by your instructor, laptops are welcome. They are not to be used for any other purpose as this is distracting to students sitting near you. Your consideration is appreciated.
## COURSE SCHEDULE

<table>
<thead>
<tr>
<th>DATE</th>
<th>CLASS NO.</th>
<th>TOPIC AND ACTIVITIES</th>
<th>READINGS IN TEXT</th>
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<tbody>
<tr>
<td>Jan. 9th - 10th</td>
<td>1</td>
<td><em>Introduction to International Business</em>: Format of the course. Quiz. Nature of IB. Ethics and Social Responsibility. (Read Only)</td>
<td>Chapters 1 &amp; 4</td>
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<td>Jan. 16 – 17th</td>
<td>2</td>
<td><em>Introduction to International Business (cont’d)</em>: Putting Canada in the picture. Trade Theories: (Read Only) International Organizations: UN, NATO, the World Bank, GATT or World Trade Organization. OECD, the IMF and OPEC Political Forces: Understanding, assessing and protecting yourself against political risks. Country risk assessment. Legal Forces: Laws applying to IB</td>
<td>Chapters 2, 5 &amp; 6</td>
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| Jan. 23rd - 24th | 3         | *Country: China*  
*Case Discussion: Samsung China.* (part of courseware pack)  
**Project proposals due for hand-in in class.** | Chapters 7, 11, 12 & 13 |
| Jan. 30th – 31st | 4         | *Country: Spain*  
Balance of payments: How it is laid out and how to use it to predict future government imperfections.  
| Feb. 6th – 7th | 5         | *Country: Angola*  
*Article Discussion: Our Puny Loonie* (part of courseware pack.)  
Stop and Go Questionnaire | Chapter 10        |
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<th>Date</th>
<th>Event</th>
<th>Details</th>
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| Feb. 13th – 14th | Stop and Go Review  
*Case Assignment: Tesla* (submission Feb. 10th by 5pm.) See pages 10 & 11 for details.  
*Declaration due for hand in in class as requested by your instructor.* |                                                                                                                                                                                                         |
| Feb. 20th – 21st | READING WEEK                                                                 |                                                                                                                                                                                                         |
| Feb. 27th – 28th | Country: Mexico  
Economic Integration: Types with pros and cons to bloc and non-bloc countries. The European Union (EU). NAFTA and other blocs.  
*Article Discussion: Murder Most Foul* (part of courseware)  
*Interim Reports due for hand-in in class this week.* | Chapter 8                                                                                                                                                                                               |
| Mar. 6th – 7th | Country: Japan  
Culture: Aspects of culture and impact on IB. Hofstede’s cultural model.  
*Case: National Office Machines* (part of courseware pack) | Chapter 3                                                                                                                                                                                                |
| Mar. 13th – 14th | Country: Chile  
Marketing: Factors for standardization vs. customization. Product and promotion adaptation. | Chapter 14                                                                                                                                                                                               |
| Mar. 20th – 21st | Country: India  
*Case: Indian Villagers Set to do Battle* (part of courseware pack) |                                                                                                                                                                                                         |
| Mar. 27th – 28th | Country: Peru  
Human Resources: Recruiting, training and developing, compensating and repatriating international personnel in foreign countries.  
*Case Discussion: Office Equipment Company (OEC)* (part of courseware pack) | Chapter 16                                                                                                                                                                                               |
| Apr. 3rd – 4th | Final Presentations                                                     |                                                                                                                                                                                                         |
**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)**

**THIS PAGE TO BE SUBMITTED WITH INTERIM REPORT**

Company Name: ___________________________________________________

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DECLARATION

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 “Tesla” 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 reduced to zero and my final grade recalculated. I also understand that this will be brought before the Academic Integrity Office for their ruling on the matter.

Signed ____________________________________________________________

Date _______________________________
# Peer Evaluation for Country Presentation

**Country Presented:** _____________________________________________________

**Date and Section:** _______________________________________________________

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**Comments:**
