

**Commerce 4SA3
International Business
Winter 2020 Course Outline
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

Instructors

Location
Email
Office Hours

Dr. Candice Chow
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Chowc28@mcmaster.ca
By appointment



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COURSE DESCRIPTION

This 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, as well as businesses in general's 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.
- Understand how global challenges impact the role of businesses and their strategies.
- Provide action oriented plans to maximize opportunities that arise.
- Understand and reflect on business decisions that have impact at a global level
- 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.
- Work effectively in teams

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
Evidence-based:	Yes	Experiential:	No	Final Exam:	Yes	Guest speaker(s):	Yes

REQUIRED COURSE MATERIALS AND READINGS

Textbook: Hill&McKaig, *GLOBAL BUSINESS TODAY, 5TH CANADIAN ED.*, McGRAW-HILL RYERSON, 2018

This Winter, Commerce 4SA3 will participate in an Inclusive Access pilot program with the Campus Store. Students will have access to Connect and the digital copy of the text book before the course starts. Further instructions will be provided on Avenue.

Custom courseware package: The cases and articles for discussion and assignment are available from the McMaster University Bookstore, Titles.

Other article readings accessible via the Library will be assigned and announced via Avenue

Please make sure you purchase the CORRECT courseware for your chosen core class. Different instructors may have different required course material.

Other Recommended Readings:
The Economist

COURSE WEBSITE

This course has an e-learn at McMaster Avenue To Learn at <http://avenue.mcmaster.ca>. Your user id is the same as your MUSS 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

The Avenue is an important communication platform for this course. You should develop the habit of checking the course folder on a daily basis. It is your responsibility to ensure that your e-mail address and account settings in Avenue are correct for you to receive messages.

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 reading the text and articles, researching and 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. However, marks may be adjusted by individual efforts in presentations and writings based on peer evaluations as per your instructor's discretion. Your final grade will be calculated as follows:

Components and Weights

CLASS PARTICIPATION ¹ :	15%
GROUP COUNTRY PRESENTATION:	15%
GROUP TERM PROJECT:	35%
PROJECT PROPOSAL	5%
INTERIM REPORT:	10%
FINAL PRESENTATION:	20%
MID-TERM ASSIGNMENT	10%
INDIVIDUAL FINAL ASSIGNMENT	25%
TOTAL	100%

¹ There will be a required case analysis submission that comprises 5% of the total class participation mark

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.

LETTER GRADE	PERCENT	LETTER GRADE	PERCENT
A+	90 - 100	C+	67 - 69
A	85 - 89	C	63 - 66
A-	80 - 84	C-	60 - 62
B+	77 - 79	D+	57 - 59
B	73 - 76	D	53 - 56
B-	70 - 72	D-	50 - 52
		F	00 - 49

Since effective communication is a key to success in the business world, all marks will be based not only on the *substance* of your work, but also the *quality* of your *written* and *oral* communication.

Communication and Feedback

Students who wish to correspond with instructors or Teaching Assistants (TA) 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

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

The purpose of participation is to develop the assertiveness and communication skills that are so necessary for success in business.

	In Class Participation	Case Preparation
Percentage	10%	5%
Items	Spoken comments made in class related to: case, assigned reading or article discussions	Submit a short case analysis write up and submit before the selected case class.
	Ask questions after class presentations	Present any part of the case analysis as requested by the instructor
Criteria	Quality and consistency More is not better!	Quality of insights Thoroughness of analysis

Select your case preparation choice and it is first come first serve.

There is a limit of 10 participants per class. The sooner your sign up the better. Sign up with your TA

Requirements:

- The purpose of the case analysis write up is to show me you have done your reading and thinking.
- You can write as much or as little as you want. It can be in bullet points, with charts and graphs. Follow the *Written Deliverables* outline
- 4-page double spaced submission should suffice but if you would like to submit more, you are welcome to do so. But no more than 10 pages. This can be a useful practice for your final take home assignment

Mid-Term Assignment

The mid-term assignment can be done as an individual hand-in or a group hand-in (no more than 3 people)

The purpose of the mid-term is to get you reflecting about global issues in the context of IB.

Format Overview:

Using the concept of photography and or artwork, students will select a portfolio of published photographs, art work and or your own photos to illustrate global issues, challenges or just simply themes. By reflecting on these visual content, you and or your team write a reflective paper on what you see, how you feel and your perspectives of globalization and business in relation to the theme.

This is an “open” project – there is no set rules. It is about picking a theme for your chosen pictures, your reflection on the meaning of those visual content and your perspective of globalization and businesses in relation to the chosen theme.

Requirements:

- Because this is a reflexive piece of writing, you can submit a write up between 4 – 10 pages long. Cover page and photos do not count as page count
- Minimum number of photos/ art pieces or illustrations is 3

GROUP PROJECTS

The purpose of group work is to prepare you as a productive, collaborative team players as you enter the workplace.

Group size: a minimum of four and maximum of six (4-6) students per group

Give your group a name!

Group marking scheme:

- As part of the group work requirement, team members are to conduct peer evaluations. **No peer evaluations signed and submitted as a group, there will be no mark awarded for the project**
- Peer evaluation serves to encourage reflexivity on group dynamics, individual contribution effort and process outcomes
- It is encouraged that all group members contribute and share their work load fairly. All group members will receive a single mark for all written deliverables (word document PowerPoint and overall team presentation performance)
- For any in-class group presentation, there will be an *individual mark for your individual presentation skill*
- However, in the event of severe conflicts that cannot be resolved, the instructor has the sole discretion to award whatever grades she deems appropriate to individual members. Hence it is to everyone’s best interest to seek collaboration and work proactively to resolve issues
- To assist you in building a strong, high performing working team, I am requiring:
 - **1 peer evaluation per group**, signed by all group members to be handed for all group related projects and submissions (country presentation, interim report, final team presentation).
 - **1 individual reflection and assessment** on team effectiveness
 - See Appendix for forms
- Use the peer evaluation process to voice concerns and hopefully resolve them before the larger portion of the project is due to complete. This is also a great tool to learn how to evaluate the performance of others
- Learn to deliver constructive feedback verbally. Do not rubberstamp this review as evaluations not done carefully at this time can set the stage for problems in the upcoming weeks, affecting your overall group assignment marks

A. COUNTRY SPECIFIC BUSINESS ANALYSIS

The purpose of the country analysis is to provide you with an opportunity to expand your international perspectives beyond Canada and or your home country. It's like taking a business trip somewhere else.

The 15% mark for country analysis will be divided into 2 components:

- 1) Group presentation (the material, the content, the analysis, the PowerPoint slide and submission of all required materials) and the overall team presentation overall
- 2) Individual presentation is the individual's presentation skills and thoroughly of knowledge of his or her particular section

Group Presentation and Material	Individual Presentation
10%	5%

Material to be covered includes but is **not confined to** (and not necessary in the same order):

Physical Environment / Forces	Location Topography Climatic conditions Infrastructure
Population Demographics	Age, family size, income Housing etc. Employment statistics Skill level of labour force
Culture	Religion Language Business / General customs / Norms Gender equality / Treatment of women
Political Issues	Type of government Incidence of terrorism, corruption, human rights
Legal Issues	Basis of law Contract law etc
Economy	GDP Income distribution Specific/ relevant fiscal policies
Currency	Value in relation to USD or other global currencies Trend over time
Trade	Trade policies : tariff and non-tariff Government incentives / restrictions towards FDI etc Balanced of Payments Imports / Exports (top 5 or more if relevant) Major trading partners / unions
Business Landscape	MNEs present Dominant industries

All country presentations will start at **Class #4**. There may be more than 1 country presentation in a class depends on the number of groups.

The country selection and class numbers are as follows: (this may subject to change depends on the number of groups we will have)

CLASS NUMBER	COUNTRY (total 11 selections)
4	Canada
4	India
5	China
5	Saudi Arabia
6	Japan
6	U.S.
7	Ecuador
7	Zimbabwe
8	U.K.
8	Czech Republic
9	Fiji

B. TERM PROJECT

There are three components to your term project:

Component	Weight	Due
Project Proposal	5%	Week 4
Interim Report	10%	Week 7
Final Group Presentation (Individual presentation skills 5% of the 20%)	20%	Week 12

The project is done in the same group as your country presentation. There will be peer evaluation at the end of each component.

The objectives of the project are as follows:

- To give students the opportunity to identify real world international business problems
- To conduct research in specific area of international business in greater depth than that achieved in lectures and case discussions
- To apply IB theories, analytical frameworks, and class learning to the international activities of a real company
- To give students practice in presenting and pitching a recommended IB strategy to “clients”

- To simulate teamwork and communication skills that are increasingly important in the business world

Preparation:

- Treat this as a consulting assignment and pretend that you are pitching a consulting solution to the company you have chosen. Be specific about your audience. Who are you pitching to?
- Selecting your company and IB strategy
 - The key to a good IB project (any project) is the ability to identify a market / operation / management opportunity or challenge (a.k.a problem statement), and using this problem statement as means to determine the appropriate IB strategy.
 - Opportunities / challenges can be (examples only): diversify product / service portfolio for risks, drive new market/ sales growth, identify opportunities for cost efficiency, access to talent / resources, streamline supply chain, manage existing in-country problems, enhance organizational learning
 - Your problem statement is also your project objective.
 - The context of this IB strategy needs to involve countries outside of Canada and US (Canadian / US companies doing business in other countries) or other international companies doing business in other countries (other than Canada and US).
 - IB strategies can be (examples only): acquisition, joint venture, licensing, establishing host-country facilities, marketing, target market selection for expansion, sourcing, hedging currency risks, personnel selection and training, organizational restructuring etc.).
 - Consider different strategic options (3 is a good number) to solving your problem(s) and recommend the most appropriate and effective solution
 - Consider any risks and identify concerns resulting from your IB strategy (not all solutions are perfect)

Some other ideas: you may choose to a product / service in the country of your choice (excluding Canada and the US). A complete analysis of the chosen country and the strategy applied to the launch is required here. You may need to present a few country options and determine why you have decided to focus on the selected country (this may depend whether your choice is obvious or not).

Tips for an excellent term project:

- There is no one-size fits all approach / template to this project.
- Your IB strategy and the type of analysis required is entirely driven by your problem statement.
- At the beginning stage of the project, it is important that you:
- Think outside of the box
 - Brainstorm as a group on ideas and problems
 - Consider different angles in analysing the problem(s)
 - Choosing your company and the problem(s)
 - Choose something you are interested and motivated to learn more about
 - Larger or publicly traded companies have better information availability and accessibility.

- Companies that students have done work on in the past will only be accepted upon approval and a review of the prior paper completed

I. Project Proposal

The purpose of the project proposal is to get you thinking about the theme for your final project and the team working together sooner.

Requirement:

- A three-page (maximum) memo that includes the following:
 - Members of the group (names, sections and student numbers)
 - The company
 - The problem statement : opportunity / challenge / project objective
 - A list of questions you want to explore as part of the project
 - A preliminary table of content that identifies areas of research / analysis required
 - The country you will be targeting as part of your IB strategy (unless you plan on a target market selection – then it may be a few possible countries).
 - A work plan –
 - Key milestones – when to finish what part
 - Division of labour
 - Major tasks and activities
 - Meeting / check in schedule
 - Team ground rules
- Proposal signed by each member as a commitment. This is mandatory to receive marks.

Note: Treat the proposal as an idea document. Based on feedback and data you gather you can change components in the proposal as you develop your interim report.

Evaluation Criteria:

- **A good proposal has a compelling problem statement**
- Include all the required components

II. INTERIM REPORT

This interim report is your work-in-progress towards the final presentation. This report is a written articulation of your analysis and plausible IB strategic options so that you can stress test your assumptions with the instructor for the final presentation.

Requirements:

- A 10-page word document submission (follow the guidelines under *Written Deliverables* guideline in this document)
- The 10-page limit does not include cover page references and appendices if appropriate
- A list of research references

- Submit the interim report group peer evaluation (Appendix) for your interim peer evaluation. If this is not submitted, your report will be marked as “0”
- Submit the individual reflection and assessment on team effectiveness

The main components of the interim report should include (this *may vary* depends on your “problem statement”) :

- Cover page (group name, member names, section, student numbers, *email addresses*²)
- An overarching problem statement or “project objective” and any “sub-problems”
- Context – such as company and market background
- The use of any specific IB theories/ analytical frameworks to conduct your analysis
- Analysis and Findings
- Strategic Options and Recommendations
- Risks and Concerns
- Outstanding questions to be solved as part of your final presentation (if applicable)

Evaluation Criteria:

The interim report will be evaluated based on:

- a clear objective or problem statement
- the information gathered on your company and the country
- details of your analysis and insights
- identification of different possible IB strategies / options
- Logical flow of the report

Note: A firm final recommendation is not necessary as this is an interim report. You can have unsolved issues and if you have identified unsolved issues which you are planning to address as part of your final presentation, it is good to raise them. This reflects a thoughtful analysis.

Be sure to seek feedback on your interim report to be incorporated as part of your final presentation. You can change components in the interim report for the final presentation if they make sense.

III. FINAL PRESENTATION

The purpose of the final presentation is to provide you with the opportunity to practise making a strategy pitch.

Requirements:

- 15 minutes pitch and 5 minutes Q&A = 20 minutes
- Submit your PowerPoint slides to Avenue before your presentation day.
- Two printed copies of the presentation must be provided to the instructor and the TA prior to your presentation.
- You must list your references on your power point presentation either on each slide or as a final slide.
-

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:

² Email addresses are important, in case I need to get a hold of you as well I can provide feedback to all members.

1. Introduction / Objective / Problem Statement
2. Company background.
3. Analysis including the relevant portion of any IB theories / frameworks used
4. Options and Evaluation Criteria if appropriate
5. Recommendations and Conclusions
6. Risks if any
7. Appendices: references and other material you want to include

Note: All members of the group must present to be awarded any marks for the project. Attendance during presentations is mandatory and no marks will be awarded to individuals who leave part way without a legitimate reason with documentation.

Take Home Assignment

The purpose of the final take home assignment is to showcase your IB case analysis knowledge and the learning you have garnered from our in-class discussions.

Requirement:

- Select a case from our courseware package different from the one you have done the case preparation for
- Submit a formal case analysis write up to Turnitin before the deadline
- Submit your signed personal declaration electronically to Avenue before the deadline
- No declaration no marks will be awarded.
- A 10-page (maximum) write up. Follow the *Written Deliverables* guideline below.
- Cover page (not part of the page count)

Tips for an excellent case write up

- Select your case early so that you can engage fully in the case discussion
- Listen to the class discussion that will help make your final write-up more robust

Evaluation Criteria:

- Clearly state the case issue(s)
- Identify the “character” of the case to whom you will be recommending your solution
- Thorough analysis that supports the recommendation
- Demonstrate an understanding of the “character” in the case and his/her perspectives
- Strategic options and any evaluation criteria if appropriate
- Recommendations (include rationale / why)
- Report flow
- Quality of writing (readability)

WRITTEN DELIVERABLES

Unless otherwise directed, all hand-in assignments are expected to be in the best business standard.

- Double- spaced,
- 1” margins all around

- 12 point font in Times New Roman
- Pages outside of the page limit will not be marked – so stick to page count
- Cover pages and references (i.e. endnote) are not included in the page count.
- Include your name, section (core #) and course number at the top of each page

Note: If you fail to meet any standard outlined, you will find that the entire paper will not be marked, and or penalties will be applied.

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 examinations on or before the last date for withdrawal from a course without failure (please refer to official university sessional dates). Students must forward a copy of such SAS accommodation to the instructor immediately upon receipt. If a student with a disability chooses NOT to take advantage of an 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>

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:

<http://www.pre.ethics.gc.ca/english/policystatement/policystatement.cfm>

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:

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. Students who only use a search engine like Google do not get the best and most reliable information.

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sections of a publication that cumulatively cover over 10 percent of the total work's content. Please refer to the following copyright guide for further information:

<http://library.mcmaster.ca/about/copying.pdf>

ACADEMIC DISHONESTY

It is the student's responsibility to understand what constitutes academic dishonesty. Please refer to the University Senate Academic Integrity Policy at the following URL:

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

This policy describes the responsibilities, procedures, and guidelines for students and faculty should a case of academic dishonesty arise. Academic dishonesty is defined as to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. Please refer to the policy for a list of examples. The policy also provides faculty with procedures to follow in cases of academic dishonesty as well as general guidelines for penalties. For further information related to the policy, please refer to the Office of Academic Integrity at:

<http://www.mcmaster.ca/academicintegrity>

REQUESTS FOR RELIEF FOR MISSED ACADEMIC TERM WORK

ONLY IF APPLICABLE

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 two requests for relief of missed academic work per term. Students must immediately follow up with their course instructors regarding the nature of the relief. 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 two requests for relief of missed academic work per term cannot use the MSAF. They **MUST** report to the APO to discuss their situation and 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 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.

Note: MSAF can only be used for attendance only (i.e. in-class participation). It cannot be used for any other components of the course.

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.

COURSE SCHEDULE

Class #	Theme	Activities and Content	Readings
1 Jan 6	Introduction	<ul style="list-style-type: none"> • Introduction to International Business • Course Outline Review • Case Analysis Overview • Forming Teams 	Text: Chapter 1
2 Jan 13	Political Economy of International Trade	<ul style="list-style-type: none"> • Globalization and Trade Theories: Reasons for and against going international & implications • Political Economy of International Trade: Tools to restrict and promote trade • Country Presentation Overview 	Text: Chapter 2, 5,6
3 Jan 20	Global Culture	<ul style="list-style-type: none"> • Culture: Hofstede's Cultural Dimensions • Analyzing International Opportunities • Applying Strategic Models to a global setting 	Text: Chapter 3 Case: Strategizing at Monarchia Matt International (MMI)
4 Jan 27	Global Strategy	<ul style="list-style-type: none"> • Country Presentations • Firm Strategy of International Business • Entry Methods <p>Project proposal due</p>	Text: Chapter 11, 12, 13 Case: Eli Lilly in India: Rethinking the JV Strategy
5 Feb 3	Marketing and Innovation	<ul style="list-style-type: none"> • Country Presentations • Rethinking Globalization: Innovation for MNEs • Marketing: Factors for standardization or customization 	Text: Chapter 14 Case: Xiaomi- Entering International Markets
6 Feb 10	Institutional Finances &	<ul style="list-style-type: none"> • Country Presentations • Financial Aspects of International Environment: Currency and capital markets; Balance of Payment, Purchasing Power Parity 	Text: Chapter 7, 9 Article: Why Dollarization Is More Straitjacket Than Salvation Sachs and Larrain (1999)

		Md-term assignment due	Foreign Policy, No. 116 (Autumn, 1999), pp. 80-92 https://www.jstor.org/stable/1149645
Mid-Term Recess (Feb 17 – 21)			
7 Feb 24	Institutional Forces	<ul style="list-style-type: none"> Country Presentations International Organizations Non-Government Agencies IMFs/ World Bank: their role in emerging economies Interim report due	Text: Chapter 10 Case: Uniqlo-Re-examining American Expansion
8 Mar 2	Economic Integration	<ul style="list-style-type: none"> Country Presentations Economic Integration: Bloc and non-bloc countries Trade Unions, EU 	Chapter 8 Case: BMW Mini: Big Decisions Under the Brexit Cloud
9 Mar 9	Sustainability and Global Supply Chain	<ul style="list-style-type: none"> Country Presentations Production and Supply Chain Logistics Sustainability and CSR Final presentation schedule sign-up 	Text: Chapter 4, 15 Case: Fiji Water and Corporate Social Responsibility – Green Makeover or Greenwashing?
Tentative No class on March 16 and 17 (to be confirmed)			
10 Mar 19	Organizational Structure & Int'l Labour	<ul style="list-style-type: none"> Organizational Structure for MNEs The future of global workforce Leadership in the global context Take home assignment due	Text: Chapter 16 Article: Developing Global Leaders: Pankaj Ghemawat McKinsey Quarterly June 2012 https://www.mckinsey.com/~media/McKinsey/Featured%20Insights/Leading%20in%20the%2021st%20Century/Developing%20global%20leaders/Developing%20global%20leaders.ashx
11 Mar 26	Final Presentations	<ul style="list-style-type: none"> Final Presentations 	
12 Apr 2 – April 7	Final Presentations	<ul style="list-style-type: none"> Final Presentations 	
Last Class April 7th			

***This may subject to change**

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.*

APPENDIX

Case Assignment Declaration

I confirm that this is my own work and the use of all material from other sources has been properly and fully acknowledged. I understand that plagiarism is a serious offence.

I agree not to allow future use of my assignment 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.

Name: _____ Student # _____

Section Number: _____

Signed _____

Date _____

Peer Evaluation for Country Presentation (Mandatory)

Group Name: _____

Section Number: _____

Country Presented: _____

Date: _____

Member's Name	% of Allocation of Work	Signature

Individual Reflection and Assessment on Team Effectiveness for Country Presentation

Submit individually

Group Name: _____

Section Number: _____

Company Name: _____

Member's Name	Performance Score (1 – 5) 1: Very Dissatisfied 5: Very Satisfied	Comments
Your Name:		

Term Project

Interim Group Project Peer Evaluation (Mandatory)

Submit as a group

Group Name: _____

Section Number: _____

Company Name: _____

Group Member Names in alphabetical order	Role & Responsibilities / Tasks (brief description)	Allocation of work done (%)	Signature

Individual Reflection and Assessment on Team Effectiveness for Interim Report

Submit individually

Group Name: _____

Section Number: _____

Company Name: _____

Member Name	Performance Score (1 – 5) 1- Very Dissatisfied 5 – Very Satisfied	Comments
YOUR NAME:		

Peer Evaluation for Final Term Project Presentation (Mandatory)

Group Name: _____

Section Number: _____

Country Presented: _____

Date: _____

Member's Name	% Allocation of Work	Signature

Mid-Term Assignment (If Applicable)

Submit as a group

Theme: _____

Section Number: _____

Member Names in alphabetical order	Allocation of work done (%)	Signature