

**Commerce 4SA3  
International Business  
Fall 2020 Course Outline**

**Strategic Management Area  
DeGroot School of Business  
McMaster University**

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***COURSE OBJECTIVE***

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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.*

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***INSTRUCTOR AND CONTACT INFORMATION***

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**Dr. Candice Chow**  
Instructor  
chowc28@mcmaster.ca  
Office: DSB 226  
Office Hours: after class  
Tel: (905) 525-9140 x20614  
Class Location: Virtual

**TA**  
Francis Olatoye  
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Office: Virtual

### ***COURSE ELEMENTS***

Credit Value: 3	Leadership: Yes	IT skills: No	Global view: Yes
A2L: 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: No	Guest speaker(s): Yes

### ***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 global 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 successful 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

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## ***COURSE MATERIALS AND READINGS***

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### **Required:**

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

Top Hat registration via Top Hat registration how-to guide:

<https://success.tophat.com/s/article/Student-Top-Hat-Overview-and-Getting-Started-Guide>

### **Recommended:**

Textbook: Hill&McKaig, GLOBAL BUSINESS TODAY, 5<sup>TH</sup> CANADIAN ED., McGRAW-HILL RYERSON, 2018

The Economist

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## ***COURSE OVERVIEW AND ASSESSMENT***

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### **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 lecture 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.

ACTIVITY	DELIVERY	DESCRIPTION	TOOL(S)
<b>Lecture Core Content</b>	Asynch	Recorded lecture content (~20 min. each)	Pre-recorded podcast content via Avenue
<b>Case Learning</b>	Asynch	Recorded case analysis content post-class discussion (~20 min each)	Pre-recorded voice over PPT via Avenue / MacVideo
<b>Readings</b>	Asynch	Tied to weekly discussion prompts and lecture content	Readings linked in Avenue, from coursepack, and in assigned textbook
<b>Group Discussions</b>	Both	Synch: Breakout rooms during case study sessions to discuss case questions Asynch: Students leverage Teams or other Social Media apps to complete group assignments	Synch: Zoom Asynch: Microsoft Teams / Zoom or students' preferred mode of collaboration
<b>Live Lectures / Case Discussion</b>	Synch	45-min live session: opportunity to elaborate on core content, facilitate case discussion, engage discussions	Zoom
<b>Live games / quizzes</b>	Synch	10 min games and quizzes to reinforce core content learning and drive student engagement	TopHat

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.

## Evaluative Components

GRADE COMPONENT	WEIGHT	DESCRIPTION
<b>Engagement*</b>	<b>15%</b>	10%: Attendance & Contributions on Zoom (Synch, Zoom, TopHat) 5%: 5 Case Preparations (A2L)
<b>Group Country Presentation</b>	<b>15%</b>	10%: Group Mark ; 5%: Individual Mark (Synch via Zoom, A2L)
<b>Midterm**</b>	<b>10%</b>	Midterm Reflexive Essay (via A2L)
<b>Group Term Project</b>	<b>35%</b>	
Project Proposal		5% (via A2L)
Interim Report		10% (via A2L)
Final Presentation		15%: Group Mark; 5%: Individual Mark (Synch via Zoom, A2L)
<b>Individual Final Assignment**</b>	<b>25%</b>	Take-home case assignment (via A2L)

Missed assignments will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF. MSAF can only applied to the Engagement component.

Late assignments will be penalized at 25% for each day they are late.

\*MSAF can be used for Engagement. The average mark for the year will be used for the missed class.

\*\*Students who do not submit the assignment by the deadline, with approval from the instructor, will receive an extension of 3 days unless approved by the Student Experience Office based on the supporting documentation submitted.

Grade conversion link:

[https://academiccalendars.romcmaster.ca/content.php?catoid=42&navoid=8734#2.6.1\\_Averaging\\_of\\_Letter\\_Grades](https://academiccalendars.romcmaster.ca/content.php?catoid=42&navoid=8734#2.6.1_Averaging_of_Letter_Grades)

**COURSE DELIVERABLES**

**ENGAGEMENT (15%)**

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

	<b>In Class Participation</b>	<b>Case Preparation</b>
Percentage	10%	5%
Items	<ul style="list-style-type: none"> <li>Participate in in-class exercises (e.g. polls, multiple-choice, on-line chat etc)</li> <li>Spoken comments made in class related to: case, assigned reading or article discussions</li> <li>Ask questions after in-class country presentations</li> </ul>	Submit a total of 5 short case analysis in note form and submit before the selected case class. (1% for each submission).
Criteria	Quality and consistency More is not better!	Quality of insights Thoroughness of analysis

**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.
- 2-page double-spaced submission should suffice but if you would like to submit more, you are welcome to do so. This can be a useful practice for your final take home assignment
- Please submit the day before your scheduled case class by 11:59pm**

**MID-TERM ASSIGNMENT (10%)**

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 global issues and implications for the role of business in relation to the selected theme(s).

This is an “open” project – there is no set rules.

**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
- **Please submit by 11:59pm on due date via Avenue**

**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 PRESENTATION (15%)**

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 instructor may assign a theme or a question to be addressed as a core component of your presentation.**
- 15 minutes presentation, 5 minutes Q&A = total 20 minutes
- In Group of 4 – 6 students
- Extensive research is required
- Use current information (e.g. news articles, business magazines) and reliable sources for stats and facts
- Be critical in your assessment of your country. Do not rely solely on government provided information as it may be biased.
- Do include a comparison to Canada and or other neighbouring countries where appropriate to give meaning to the information
- The suggested topics below to cover are the basics, add / emphasize aspects that are appropriate to your specific country

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 10 selections)
4	India
5	Canada
5	China
6	Ecuador
6	Greece
7	Japan
7	U.S.
8	U.K.
8	Czech Republic
9	Fiji

**Tips for country presentation:**

- Be sure to include all information required in your final presentation deck.
- Select the most pertinent information that you want share in the allotted 15-minutes
- The purpose of this assignment is to encourage learning and share your insights with your classmates.
- You should give your class advice on whether or not to invest in your country, and what opportunities exist and what they should avoid

- Advice on entry method should also be included if appropriate. Be as specific as possible.
- Give examples of recent Canadian or American companies who have invested in your country.
- Be creative and have fun!
- Wow factors will earn you bonus points.

**Required material:**

- The PowerPoint presentation
- Your presentation must have your group members' names on it
- A list of the references you used
- Your group peer evaluation and individual reflection on team effectiveness forms (Appendix) – you will get “0” if this is not handed in
- You also need to load a copy of your presentation, references and peer evaluation form via Avenue.
- You must submit digitally on Avenue **before the day before class via Avenue by 11:59pm**

As the presentation will be done virtually, be creative as to how you may engage the class!

Note: for peer evaluation, 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. This allows you to address issues around team dynamics.

**B. TERM PROJECT (35%)**

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(s)
  - 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 (5%)**

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
  - 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 must be signed by each member** as a commitment (digital signature is acceptable). This is mandatory to receive marks.

**Please submit via Avenue by 11:59pm on due date**

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 (10%)**

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

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<sup>1</sup>**)
- 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)

**Please submit by 11:59pm via Avenue on due date**

**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
- See rubric on A2L

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 (20%)**

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** and **Group Peer Evaluation** form to Avenue **before your presentation day (by 11:59pm)**.
- You must list your references on your power point presentation either on each slide or as a final slide.
- Fill in your group peer evaluation sheet in the appendix.

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 / Problem Statement

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<sup>1</sup> Email addresses are important, in case I need to get a hold of you as well I can provide feedback to all members.

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.

### ***INDIVIDUAL FINAL ASSIGNMENT (25%)***

The purpose of the individual take home final 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 (applicable case(s) will be confirmed by your instructor)
- Submit a formal case analysis write up to Turnitin
- Submit your signed personal declaration electronically to Avenue
- No declaration no marks will be awarded.
- A 10-page (maximum) write up (excludes references).
- Follow the *Written Deliverables* guideline below.
- Cover page (not part of the page count)
- **Please submit by 11:59pm on due date**

#### **Tips for an excellent case write up**

- Select your case early so that you can engage fully in the case discussion
- Listen to the recorded case analysis review 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, using learned frameworks
- 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
- For citation follows the APA style

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## **COMMUNICATION AND FEEDBACK**

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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. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- *For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.*
- *For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.*

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

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## **REQUESTING RELIEF FOR MISSED ACADEMIC WORK**

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In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar “Requests for Relief for Missed Academic Term Work” and the link below;

<http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

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## ***ACADEMIC INTEGRITY***

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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. **It is your responsibility to understand what constitutes academic dishonesty.**

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.

For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/), located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

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## ***AUTHENTICITY/PLAGIARISM DETECTION***

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**Some courses may** use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

**All submitted work is subject to normal verification that standards of academic integrity have been upheld** (e.g., on-line search, other software, etc.). For more details about McMaster’s use of Turnitin.com please go to [www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity).



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### ***COURSES WITH AN ON-LINE ELEMENT***

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**Some courses may** use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

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### ***ONLINE PROCTORING***

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**Some courses may** use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

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### ***CONDUCT EXPECTATIONS***

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As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

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## **ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES**

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Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or [sas@mcmaster.ca](mailto:sas@mcmaster.ca) to make arrangements with a Program Coordinator. For further information, consult McMaster University's [Academic Accommodation of Students with Disabilities](#) policy.

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## **ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)**

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Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

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## **COPYRIGHT AND RECORDING**

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Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution and for personal study. Students should be aware that their voice and/or image may be recorded. Please speak with the instructor if this is a concern for you.

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### ***EXTREME CIRCUMSTANCES***

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The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

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### ***RESEARCH USING HUMAN SUBJECTS***

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All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from one of McMaster's Research Ethics Boards before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies

is a research misconduct matter. Contact these boards for further information about your requirements and the application process.

McMaster Research Ethics Board (General board): <https://reo.mcmaster.ca/>

Hamilton Integrated Research Ethics Board (Medical board): <http://www.hireb.ca/>

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### ***ACKNOWLEDGEMENT OF COURSE POLICIES***

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Your enrolment in 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.

**COURSE SCHEDULE**

**Commerce 4SA3  
International Business  
Fall 2020 Course Schedule**

Class #	Theme	Activities and Content	Readings
1 Sep 9, 14	Introduction	<ul style="list-style-type: none"> <li>Introduction to International Business</li> <li>Course Outline Review</li> <li>Forming Teams</li> </ul>	Text: Chapter 1
2 Sep 16, 21	Political Economy of International Trade	<ul style="list-style-type: none"> <li>Globalization and Trade Theories: Reasons for and against going international &amp; implications</li> <li>Political Economy of International Trade: Tools to restrict and promote trade</li> </ul>	Text: Chapter 2, 5,6
3 Sep 23,28	Analyzing Intl Opportunities	<ul style="list-style-type: none"> <li>Analyzing International Opportunities</li> <li>Applying Strategic Models to a Global Setting</li> </ul>	Case: Strategizing at Monarchia Matt International (MMI)
4 Sep 30, Oct 5	Global Strategy	<ul style="list-style-type: none"> <li>Country Presentations (India)</li> <li>Firm Strategy of International Business</li> <li>Entry Methods: Strategic Alliance</li> </ul> <p><b>Project proposal due Sep 25 11:59pm</b></p>	Case: Eli Lilly in India: Rethinking the JV Strategy Text: Chapter 7, 11
5 Oct 7, Oct 19	Global Marketing	<ul style="list-style-type: none"> <li>Country Presentations (China and India)</li> <li>Marketing: Factors for standardization or customization</li> </ul>	Case: Xiaomi- Entering International Markets Text: Chapter 12, 14
<b>OCT 12TH MID-TERM Recess</b>			Monday Class Oct 19 is class 5
6 Oct 21, 26	Global Culture	<ul style="list-style-type: none"> <li>Country Presentations (US and Japan)</li> <li>Culture: Hofstede's Cultural Dimensions</li> </ul> <p><b>Md-term assignment due Friday Oct 23 11:59pm</b></p>	Case: Uniqlo: Reexamining American Expansion Text: Chapter 3

7 Oct 28, Nov 2	Institutional Forces and International Finance	<ul style="list-style-type: none"> <li>Country Presentations (Ecuador and Greece)</li> <li>Financial Aspects of International Environment: Currency and capital markets; Balance of Payment, Purchasing Power Parity</li> <li>International Organizations</li> <li>Non-Government Agencies <ul style="list-style-type: none"> <li>IMFs/ World Bank: their role in emerging economies</li> </ul> </li> </ul> <p><b>Interim report due Friday Oct 30 11:59pm</b></p>	Text: Chapter 9, 10
8 Nov 4, 9	Economic Integration	<ul style="list-style-type: none"> <li>Country Presentations (UK and Czech)</li> <li>Economic Integration: Bloc and non-bloc countries</li> <li>Trade Unions, EU</li> </ul>	Case: BMW Mini: Big Decisions Under the Brexit Cloud Chapter 8
9 Nov 11, 16	Sustainability and Global Supply Chain	<ul style="list-style-type: none"> <li>Country Presentations (Fiji)</li> <li>Production and Supply Chain Logistics</li> <li>Innovation, Sustainability and CSR</li> </ul> <p><b>Final presentation schedule sign-up</b></p>	Case: Fiji Water and Corporate Social Responsibility – Green Makeover or Greenwashing? Text: Chapter 4, 15
10 Nov 18, 23	Organizational Structure & Int'l Labour	<ul style="list-style-type: none"> <li>Organizational Structure for MNEs</li> <li>The future of global workforce</li> <li>Leadership in the global context</li> </ul> <p><b>Take home assignment due Friday Nov 20 11:59pm</b></p>	Text: Chapter 16 Discussion: Murder Most Foul (case package)
11 Nov 25, 30	Final Presentations	<ul style="list-style-type: none"> <li>Final Presentations (1 of 2)</li> </ul> <p><b>Presentations to be submitted the day before scheduled presentation at 11:59pm</b></p>	
12 Dec 2, Dec 7	Final Presentations	<ul style="list-style-type: none"> <li>Final Presentations (2 of 2)</li> </ul> <p><b>Presentations to be submitted the day before scheduled presentation at 11:59pm</b></p>	

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**APPENDIX**

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***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