

**Commerce 4SA3
International Business
Spring 2023 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

Timothy Fung

Instructor

fungtimothy@gmail.com

Office: Virtual

Office Hours: as requested

Class Location: Courses will be
delivered in person

TA

Charvi Sharma

Sharmc11@mcmaster.ca

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

COURSE MATERIALS AND READINGS

Required:

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

Recommended:

Textbook: International Business: Competing in the Global Marketplace-HILL, 13th edition 2021

The Economist

COURSE OVERVIEW AND ASSESSMENT

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)
Lecture Core Content	Asynch	In person classrooms	
Case Learning	Asynch	In person discussions	
Readings	Asynch	Tied to weekly discussion prompts and lecture content	Readings linked in Avenue, from coursepack, and in assigned textbook
Group Discussions	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	
Live Lectures / Case Discussion	Synch	2.5 hours live session: opportunity to elaborate on core content, facilitate case discussion, engage in interactive discussions,	
Live games / quizzes	Synch	10 min games and quizzes to reinforce core content learning and drive student engagement	

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
Engagement*	15%	Attendance & Contributions in class
Company Introduction	10%	10% Group Mark
Market Selection Presentation	10%	10%: Group Mark
Country Presentation	15%	15%: Group Mark
Midterm**	10%	Midterm Reflexive Essay (via A2L)
Final Presentation	15%	15%: Group Mark
Individual Final Assignment**	25%	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 be 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

COURSE DELIVERABLES

ENGAGEMENT (15%)

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

	In Class Participation
Percentage	15%
Items	<ul style="list-style-type: none"> • Participate in in-class exercises (e.g. polls, multiple-choice, on-line chat etc) • Spoken comments made in class related to: case, assigned reading or article discussions • Ask questions after in-class country presentations
Criteria	Quality and consistency More is not better!

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 1
- **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). The share of work weight assigned and signed off will determine the grade individual students receive
- However, in the event of severe conflicts that cannot be resolved, the instructor has the sole discretion to award whatever grades he 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).
- 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

COMPLETE TERM PROJECT

You and your group will work together throughout the term to help a company identify and ultimately enter an international market.

Project A: Company Introduction

Project B: Market selection

Project C: Country Presentation

Project D: Entry Strategies

A. COMPANY INTRODUCTION (10%)

Written Component – 5 pages max

- Introduction of company and its history
- Indepth analysis of the organization
- Benchmark past experience of industry competitors on international expansion
- Set corporate goals and objectives

Submitted one class prior to Project B

B. MARKET SELECTION (10%)

Presentation Component – 10 minutes.

The purpose of this presentation is to help your company identify the top three countries to enter

- Start with every country minus countries the company is current in
- Design strategic filters
- Ensure it aligns with goals and objectives

C. COUNTRY PRESENTATION (15%)

After project A, you have identified 3 countries. We will then select one country to focus on in this presentation

The 15% mark for country analysis will be graded via:

- 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) Professionalism of the team and how well prepared the team is
- 3) Questions handling

Group Presentation and Material
15%

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

Physical Forces	Environment / 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
Conclusion	Tie country analysis back to Company Goals and objectives

Country presentations will start at **Class #7**. There may be more than 1 country presentation in a class depends on the number of groups.

- 20 minutes presentation, 5-10 minutes Q&A = total 25 – 30 minutes
- In Group of 4 – 5 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

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 20-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
 - Give examples of recent Canadian or American companies who have invested in your country.
 - Tie it back to your company and how the country can help achieve set goals and objectives
-
- 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.

D. TERM PROJECT (15%)

It's time to help the company enter the selected country!

Presentation – 15 minutes

Utilize entry strategies and determine the best entry method for the company

- Analyse 4 different entry strategies
- Quantify analysis
- Recommend one option
- Ensure it ties back to your corporate goals and objectives
- Risks and mitigations

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:

- The final assignment case will be announced 2 weeks prior to the deadline.
- 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

- Do all case preps ahead of your case discussion class.
- Review lecture slides on case analysis

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

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. 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.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

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/>

ACADEMIC INTEGRITY

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.

AUTHENTICITY/PLAGIARISM DETECTION

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.

COURSES WITH AN ON-LINE ELEMENT

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.

ONLINE PROCTORING

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.

CONDUCT EXPECTATIONS

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.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

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

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

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.

COPYRIGHT AND RECORDING

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.

EXTREME CIRCUMSTANCES

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.

RESEARCH USING HUMAN SUBJECTS

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/>

ACKNOWLEDGEMENT OF COURSE POLICIES

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 Spring 2023 Course Schedule

Class #	Theme	Activities and Content	Readings
1 May 2	Introduction	<ul style="list-style-type: none"> Introduction to International Business Course Outline Review Forming Teams 	Text: Chapter 1
2 May 4	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 	Text: Chapter 2, 5,6
3 May 9	Analyzing Intl Opportunities	<ul style="list-style-type: none"> Analyzing International Opportunities Applying Strategic Models to a Global Project A due 	Case: Eli Lilly in India: Rethinking the JV Strategy
May 11 – prep class			
4 May 16	Global Strategy	<ul style="list-style-type: none"> Project B presentations Country selections for groups Firm Strategy of International Business 	Text: Chapter 7, 11
5 May 18	Global Culture	<ul style="list-style-type: none"> Marketing: Factors for standardization or customization 	Text: Chapter 12, 14
6 May 23	Global Marketing	<ul style="list-style-type: none"> Country Presentations (2) Financial Aspects of International Environment: Currency and capital markets; Balance of Payment, Purchasing Power Parity International Organizations Non-Government Agencies <ul style="list-style-type: none"> IMFs/ World Bank: their role in emerging economies Take up stop and Go Mid-term assignment due 11:59pm day before class 	Possible Case day Text: Chapter 3

7 May 25	Institutional Forces and International Finance	<ul style="list-style-type: none"> Country Presentations (2) Culture Mid-term assignment due 11:59pm day before class	Possible Case day
8 May 30	Economic Integration	<ul style="list-style-type: none"> Country Presentations (2) Economic Integration: Bloc and non-bloc countries Trade Unions, EU 	Text: Chapter 16 Murder Most Foul (case package)
9 June 1	Organizational Structure & Int'l Labour	<ul style="list-style-type: none"> Country Presentations (2) Organizational Structure for MNEs The future of global workforce Leadership in the global context Final presentation schedule sign-up	Possible Case day
10 June 6	Final Presentations	<ul style="list-style-type: none"> Final Presentations Day 1 	
11 June 8	Final Presentations	<ul style="list-style-type: none"> Final Presentations Day 2 Presentations to be submitted the day before scheduled presentation at 11:59pm	

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 Group work (Mandatory)

Project A, B, C, D

Group Name: _____

Section Number: _____

Country Presented: _____

Date: _____

Member's Name	% of 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