

**Commerce 4SA3  
International Business  
Winter 2023 Course Outline**

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

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***INSTRUCTOR AND CONTACT INFORMATION***

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**Section 07: Fri 2:30 pm – 5:20 pm**  
**Dr. Pavithra Balaji**  
Instructor  
[pbalaji@mcmaster.ca](mailto:pbalaji@mcmaster.ca)  
Office: DSB 225  
Office Hours: upon request

**Student TA**  
Dhruv Suri  
[surid1@mcmaster.ca](mailto:surid1@mcmaster.ca)

**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
- Announcements -details on assignments/updates/ changes
- Additional information about course evaluation components
- Course documents such as this syllabus, any amendments to the schedule
- Articles of interest

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

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### ***COURSE ELEMENTS***

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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

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### ***COURSE INFORMATION***

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Lectures: 3 hours each week

Tutorials: N/A

Course Delivery Mode: In-person

Course Description: The key features of, and trends in, the global business environment. The implications of cultural and political differences. Comparative operational practices and multinational management.

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### ***MEETING DETAILS***

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C07: Meets from 2.30 pm – 5.20 pm every Friday

The **first class** for the section will be:

C07: Friday, January 12, 2023

Punctuality is the sign of a true professional and shows self-discipline and respect for others. Please make whatever arrangements are necessary to begin work at the assigned class time.

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### ***IMPORTANT LINKS***

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- [Mosaic](#)
- [Avenue to Learn](#)
- [Student Accessibility Services - Accommodations](#)
- [McMaster University Library](#)

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### ***COURSE LEARNING OUTCOMES***

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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 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 considering the firm and the foreign market, to choose between these strategies.
- Communicate effectively both orally in presentation form and in writing.
- Work effectively in teams.

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### ***COURSE LEARNING GOALS***

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1. To introduce the student to current theory and practice in international business and compare those practices with those in 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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### ***REQUIRED MATERIALS AND TEXTS***

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*These items are an integral part of the lesson plan for the course, and not having these materials could have a negative impact on a student's learning outcomes for the course.*

**Required:**

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

**Recommended (Optional):**

Textbook: International Business: Competing in the Global Marketplace-By Charles Hill, 14<sup>th</sup> edition 2023

ISBN: 978-1-265-03854-0. E-book: ISBN: 9781260387544

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***CLASS FORMAT***

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**In-person**

This is an in-person 3-hour course. The three hours will consist of lectures, case discussions, framework applications, TopHat participation and other activities. There will be one or two short breaks part way through at a convenient time based on what we are working on. Please use this time to take care of personal needs of various kinds.

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***COURSE EVALUATION***

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Learning in this course results primarily through case analyses, from in-class discussion and participation of the students in discussions with the instructor. The balance of 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
Midterm	10%	Midterm Reflexive Essay (via A2L)
Term Project A Project Scope and Company Introduction	10%	10% Group Mark (Part of the IB Term Project)
Term Project B Market Selection Presentation	10%	10%: Group Mark (Part of IB Term Project)
Term Project C Country Presentation	15%	15%: Group Mark (Part of IB Term Project)
Term Project D Final Presentation	15%	15%: Group Mark (Part of IB Term Project)
Individual Final Assignment	25%	Take-home case assignment (via A2L)

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## ***COURSE DELIVERABLES***

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### **1. *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>Percentage</b>	<b>15%</b>
Items	<ul style="list-style-type: none"> <li>• Participate in in-class exercises (e.g. polls, multiple-choice, Top Hat exercises &amp; reflections)</li> <li>• Spoken comments made in class related to: case, assigned reading or article discussions</li> <li>• Ask questions after group presentations</li> </ul>
Criteria/ requirements	Quality and consistency More is not necessarily better!

Name cards and class pictures are used to help give credit for your participation. You must have a name card, and log in on Top Hat as required, with your **full first and last name** clearly written and displayed for every class.

Since student participation is an important component of this course, official McMaster student ID photographs will be used to ensure that each student is assessed accurately. The instructor will use the photograph to ensure the accuracy of participation marks, group work, and for identifying students for grading purposes.

### **2. *MID-TERM ASSIGNMENT (10%)***

The mid-term assignment is an individual assignment.

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

#### **Format Overview:**

Students will select an image from a portfolio of published images by the instructor or your own. By reflecting on the chosen visual content, you write a reflective paper on what you see, how you feel and your perspectives of global issues and implications for the role of business and business leaders in relation to the selected image. It's up to you how to interpret the image. The only criteria is to relate your interpretation of the image back to **global issues and / or international business**. This is a creative assignment.

**This is an “open” project – there are no set rules. The key is to ensure the writing reflects on a global issue or international management issue of theme of your choice.**

**Criteria/ Requirements:**

- You must select one image and include that in your submission.
- Because this is a reflexive and creative piece of writing, there is no set page limit requirement or style guide. Typical length is between 4 – 10 pages long. You can follow the style guide under Written Deliverables but this is not mandated.
- You can supplement this assignment using multi-media if you wish (not mandatory).
- **Due date/ time: 11:59pm on the day before Week 8 class.**

**3. TERM PROJECT (50%)**

There are four components to your term project:

Component	Weight	Due Date/ Time
A. Project Scope and Introduction	10%	Week 3 (upload by 11.59 pm on class day)
B. Market Selection Presentation	10%	Week 5 (upload PPT by 11.59 pm <b>one working day before class day</b> )
C. Country Presentation	15%	Weeks 8,9,10,11 (week for each group as assigned; upload PPT by 11.59 pm one working day before class day)
D. Final Group Presentation	15%	Weeks 12&13 (week for each group as assigned; upload PPT by 11.59 pm one working day before class day)

The project is done in the same group throughout the term. 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 opportunities
- To conduct research in specific area of international business in greater depth than that achieved in lectures and case discussions
- To apply learned IB concepts, analytical frameworks, and class learning to the international activities of a 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.

## **Overall Guide**

Treat this as a consulting assignment and pretend that you are pitching an international business opportunity to the selected company’s executives. Be specific about your audience. Who are you pitching to?

- The key to a good IB project (any project) is the ability to identify a market opportunity or challenge (**a.k.a opportunity statement**), and using this opportunity statement as means to determine the appropriate IB strategy.
- Your opportunity statement should reflect market opportunities / business challenges for the company and the select target market.
- Your target company should have developed some form of capabilities in order to enter or expand in a foreign market.
- Your opportunity statement formulates your project objective.
- The chosen company can be any company from any country (including Canada and US).
- The context of the IB strategy needs to involve countries outside of the home country of your company. Identify 3 target foreign markets as logical options. Determine which market is the most appropriate based on a set of strategic criteria.
- You then develop a country presentation on the select target market.
- You prepare the final recommendation including the mode of entry (e.g. acquisition, joint venture, licensing, establishing host-country facilities) and a realistic implementation plan
  - Highlight any risks and concerns resulting from your IB strategy (not all solutions are perfect).
  - Develop a high-level implementation plan based on a 3 – 5 year time horizon (length of time depends on the problem) with major milestones identified.
  - Remember: Why this is a good opportunity or an important issue to resolve must be clear (**purpose-driven**)

## **Tips for an excellent term project:**

- Your IB strategy and the type of analysis required is entirely driven by your opportunity statement depends on the chosen company
- At the beginning stage of the project, it is important that you:
  - Brainstorm as a group on ideas and problems
  - You can identify a **global problem / market challenge / need gap**.
  - **Understand and articulate your “why”**- why is this opportunity interesting?
  - Decide what kind of target companies are best suited to solve and what countries may benefit from the solution.
  - Choose your company.
  - Choose something you are interested in and motivated to learn more about.



- Larger or publicly traded companies have better information availability and accessibility, but they are less interesting. Do explore smaller and privately owned businesses as an option.
- Companies that students have done work on in the past will only be accepted upon approval and a review of the prior paper completed.

### **A. PROJECT SCOPE AND COMPANY INTRODUCTION (10%)**

The purpose of the project scope is to identify your project objectives and introduce your Company.

#### **Requirement:**

- A **five-page (maximum)** report that includes the following:
  - Your group name (give your team a team name!) (cover page)
  - Members of the group (names, sections and student numbers) (cover page)
  - The company and company background (1 page max)
  - The project scope: 1) opportunity statement;; 2) project objective; 3) your why – why is the opportunity interesting and /or beneficial to the company; 4) research scope – what kind of research / questions you need to conduct / find answers ( 1 – 1.5 page max)
  - Company analysis which **can** include (**but not limited to**): 1) internal analysis: 2) SWOT; 3) major competitions) (1 page)
  - Conclusion (1/ 2 – 1 page)

#### **Submission**

- This assignment must be: 1) signed by each member as a commitment to each other (digital signature is acceptable, as part of the cover page). 2) Include a pledge statement – it's a statement of how the team will work together (no more than 50 words). This is mandatory to receive marks. (see template in the appendix)
- **Please submit via Avenue by 11:59pm on due date**

#### **Evaluation Criteria:**

- A good project scope has an interesting and compelling opportunity statement and the identified opportunity should be derived from and aligned with the company analysis.
- Include all the required components.

### **B. MARKET SELECTION (10%)**

The purpose of this presentation is to justify the top three countries that your company should consider entering. This presentation ends with a recommended target market (country) whereby you will conduct an in-depth country presentation in Part C of your term project.

**Requirement:**

- A live PowerPoint presentation by the group.
- 10 minutes presentation, 5 minutes Q&A.
- The content should include the following:
  - The opportunity statement.
  - Strategic criteria that helps you short list the top 3 markets (this should be based on your company analysis and the opportunity).
  - Articulate the logic behind the chosen short-listed countries. There are multiple ways to do this (following are some suggestions only).
    - CAGE distance of the 'region' or 'continent' to the company's home country
    - Need-based rationale.
    - "Favourable" PEST environment.
- Ensure it aligns with the project objectives and scope (Part A).
- You need to fill out the Group Performance Reflection Template (see Appendix).

**Submission**

- You also need to load a copy of your presentation and Group Performance Reflection evaluation form via Avenue.
- You must submit digitally on Avenue **before the (working) day before class via Avenue by 11:59pm.**

**Evaluation Criteria:**

- A good market selection depends on the use of appropriate frameworks and sound reasoning, and aligned with the objectives/ opportunity outlined in Part A.

**C. COUNTRY PRESENTATION (15%)**

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

**Requirements**

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

Physical Forces	Environment	/	Location Topography Climatic conditions
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	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 **Week 7**. There may be more than 1 country presentation in a class depends on the number of groups.

- 20 minutes presentation, 5 minutes Q&A
- 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 US/ 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.
- Ensure you highlight the data relevant to your project objectives and inform your final recommendation.

**Tips for country presentation:**

- Be sure to include all information required in your presentation deck.
- Select the most pertinent information that you want share in the allotted 20-minutes (rest goes to the appendix to refer to during Q&A).
- The purpose of this assignment is to justify your target market selection and provide sufficient information to derive your mode of entry and implementation plan (this is done in Part D).
- Give examples of recent companies from countries similar to your company's home country, or US/ Canadian companies who have invested in this target country, specifically companies who are competitor to your chosen company.
- If relevant, identify the domestic competitors as well (to inform your mode of entry and how your company can succeed in Part D).
- Ensure to tie it back to your company and how the country can help achieve set goals and objectives.
- Be creative and have fun when designing your presentation.
- Wow factors will earn you bonus points.

### **Submission**

- Presentation in class
- You need to load a copy of your presentation and Group Peer Evaluation form via Avenue.
- You must submit digitally on Avenue **before the (working) day before class via Avenue by 11:59pm**

### **Evaluation criteria**

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

Note: for peer evaluation, it is not a requirement to allocate the percentage of work done evenly 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. FINAL PRESENTATION (15%)***

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

##### **Requirements:**

- 15 minutes and 5 minutes Q&A = 20 minutes

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

1. Remind audience of your Opportunity Statement and Project Objectives
2. Your chosen market to enter
3. A Summary of your SWOT (specific to your target market)
4. Discuss and compare the viability for 4 different entry strategies (Wholly owned (green field), Wholly Owned ( acquisition), JV, Export) (Economic and Strategic )
5. Highlight evaluation criteria
6. Select and recommend preferred mode of entry
7. Determine risks and mitigations
8. High level execution plan and timeline
9. Conclusion/ Wrap up
10. 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.

Instructor reserves the right to allocate 5% of the 15% as an individual component.

##### **Submission:**

- Submit your **PowerPoint slides** on 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.
- You will be provided an **individual** peer evaluation sheet on the final day (to give you the opportunity to highlight any free-riding issues).

#### **4. INDIVIDUAL FINAL CASE ASSIGNMENT (25%)**

The purpose of the individual take home final case exam is to showcase your IB case analysis knowledge and the learning you have garnered from our in-class discussions. The final exam case will be announced at least 2 weeks prior to the deadline.

##### **Requirements/ 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. Answer any assignment questions required.
- 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)

##### **Submission:**

- Submit a formal case analysis write up onto Avenue (Turnitin may be activated).
- Submit your signed personal declaration electronically to Avenue.
- A 10-page (maximum) write up (excludes references).
- Follow the *Written Deliverables* guideline below.
- Cover page (not part of the page count)
- **Please submit before 11:59pm on due date.**

#### **GENERAL GUIDELINES**

##### ***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

##### ***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:

- 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 workload 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 each group related project (Parts A,B,C).
- 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

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## ***LATE ASSIGNMENTS***

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**Engagement:** Participation is recorded on all days. MSAF can be used for Engagement. The average mark for the term will be used for the missed class.

**Mid-term:** Students who do not submit the assignment by the deadline, with prior approval from the instructor, will receive an extension of **maximum** 4 days unless approved by the Student Experience Office based on the supporting documentation submitted.

Late assignments will be penalized at 25% for each day they are late without any approval (and after the 4<sup>th</sup> day with instructor approval alone). MSAF not permitted since the deadline and expectation for the assignment are discussed well in advance.

**Presentations (Term Project A-D):** Since these are group efforts and/or in-person pre-scheduled presentations, moving the deadline is not possible. If one member is unavailable on the day of the presentation, they may contribute in other ways to ensure adequate participation.

**Final term assignment:** No extensions permitted and MSAF not applicable since 2 weeks are provided for completion of the assignment.

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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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### ***COURSE MODIFICATION***

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From time to time there may be a need to remove/add topics or to change the schedule or the delivery format. If these are necessary, you will be given as much advance notice as possible.

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### ***GENERATIVE AI***

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#### **SOME USE PERMITTED**

Students may use generative AI for editing/translating/outlining/brainstorming/revising their work throughout the course so long as the use of generative AI is referenced and cited following citation instructions given in the syllabus. Use of generative AI outside the stated use of editing/translating/outlining/brainstorming/revising or without citation will constitute academic dishonesty. It is the student’s responsibility to be clear on the limitations for use and to be clear on the expectations for citation and reference and to do so appropriately.

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## ***ACADEMIC INTEGRITY***

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You are expected to exhibit honesty and use ethical behavior 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](#).

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. Avenue to Learn, 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, 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, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. 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, Avenue to Learn and/or McMaster email.

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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.

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### ***COURSE SCHEDULE***

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#### **Commerce 4SA3 International Business Fall 2023 Course Schedule**

<b>Class # (Week) &amp; Date</b>	<b>Theme</b>	<b>Activities and Content</b>	<b>Readings</b>
<b>Week 1</b> Jan 12	Introduction	<ul style="list-style-type: none"> <li>• Introduction to International Business</li> <li>• Course Outline Review</li> <li>• Forming Teams</li> </ul>	Review Course Outline Review Courseware
<b>Week 2</b> Jan 19	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>	Finalizing your teams
<b>Week 3</b> Jan 26	Analyzing Intl Opportunities	<ul style="list-style-type: none"> <li>• Analyzing International Opportunities</li> <li>• Applying Strategic Models to a Global context</li> </ul>	Case: Eli Lilly in India: Rethinking the JV Strategy

		<ul style="list-style-type: none"> <li><b>Project A due 11:59pm on class day</b></li> </ul>	
<b>Week 4</b> Feb 2	Global Strategy	<ul style="list-style-type: none"> <li><b>Project B presentations (in class presentation). PPTs due one working day prior.</b></li> <li>Country selections for groups</li> <li>Firm Strategy of International Business</li> </ul>	
<b>Week 5</b> Feb 9	Global Marketing	<ul style="list-style-type: none"> <li>Marketing: Factors for standardization or customization</li> </ul>	Case: Tim Hortons: Bringing Canada's iconic coffee to China
<b>Week 6</b> Feb 16	Institutional Forces and International Finance	<b>Country Presentations -Part 1</b> <ul style="list-style-type: none"> <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 IMFs/ World Bank: their role in emerging economies</li> <li><b>Mid-term assignment due 11:59pm before class day.</b></li> </ul>	
<b>Week 7</b> Feb 23	<b>Mid-term recess (no class)</b>		
<b>Week 8</b> Mar 1	Global Culture	<ul style="list-style-type: none"> <li><b>Country Presentations (Part 2)</b></li> <li>Culture: Hofstede's Cultural Dimensions</li> </ul>	Case: Uniqlo: Reexamining American Expansion
<b>Week 9</b> Mar 8	Economic Integration	<ul style="list-style-type: none"> <li><b>Country Presentations (Part 3)</b></li> <li>Economic Integration: Bloc and non-bloc countries</li> <li>Trade Unions, EU</li> <li><b>Final presentation schedule sign-up</b></li> </ul>	Case: BMW Mini: Big Decisions Under the Brexit Cloud
<b>Week 10</b> Mar 15	Sustainability and Global Supply Chain	<ul style="list-style-type: none"> <li><b>Country Presentations (Part 4)</b></li> <li>Innovation, Sustainability and CSR</li> <li>Global Supply Chain</li> </ul>	Case: Fiji Water and Corporate Social Responsibility –

			Green Makeover or Greenwashing?
<b>Week 11</b> Mar 22	Organizational Structure & Intl Labor	<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> <li><b>Wrap Up</b></li> </ul> <p><b>Final Presentation Day 1</b> Presentations to be submitted the working day before scheduled presentation at 11:59pm</p>	
<b>Week 12</b> Mar 29	<b>Good Friday Break (no class)</b>		
<b>Week 13</b> Apr 5	Final Presentations	<ul style="list-style-type: none"> <li><b>Final Presentations Day 2</b></li> <li><b>Presentations to be submitted the working day before scheduled presentation at 11:59pm</b></li> </ul>	
All classes end April 10			

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***APPENDIX***

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***A. Final 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 \_\_\_\_\_



***B. Group Peer Evaluation (Mandatory) (Term Project A, B, C)***

**Group Name:** \_\_\_\_\_

**Section Number:** \_\_\_\_\_

**Country Presented:** \_\_\_\_\_ **Company Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Member's Name	% of Allocation of Work	Signature

A short paragraph (no more than 50 words) to reflect on how your team work together. Components to highlight. Or discuss include: 1) did the team adhere to the team pledge? 2) are there conflicts, and did you resolve them? 3) how the team supported each other – by leveraging each other's strengths, managing stress etc?

### ***C. Cover Page for Project Scope and Company Introduction***

**Group Name:** \_\_\_\_\_

**Section Number:** \_\_\_\_\_

**Company Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Team Pledge (1 / 2 sentences)**

Member's Name	Email Address	Signature