

YORK UNIVERSITY
FALL 2014 - INTERNATIONAL BUSINESS
ADMS 3960, Section B
Mondays, 7:00 p.m. – 10:00 p.m.

COURSE DIRECTOR

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COURSE DESCRIPTION

This is an overview course that introduces students to the world of international business, management and international trade by studying cultural influences and economics, as well as governmental, legal and business structures in our global economy. The key to international business is rooted in understanding the impact of globalization, the integration of the world economies and the impact these have on the conduct of business. Students also learn about international trade theory, multinational enterprise theory, collaborative strategies and legal agreements. Also covered are topics on: information needs, global manufacturing and supply chain management; competition and technology and the role they play in globalization and in international business; multinational financial organizations; and human resource management.

COURSE OVERVIEW

Today, nations are more economically integrated than ever before. This increased integration presents business leaders with unprecedented opportunities and challenges. On the one hand, the opportunity to sell to multiple, global markets rather than a single, national market, increases the potential profitability of nearly every kind of business activity. Furthermore, the sharp differences among nations in terms of wage rates and national resource endowments allow multinational firms to create value by locating different aspects of the value chain in those countries where those functions can be undertaken most efficiently. On the other hand, globalization increases the number and range of potential competitors and risks in nearly every industry. As well, the challenges of effectively managing a multinational enterprise can be substantially greater than those confronting a firm largely based in a single country.

This course seeks to equip future business leaders to exploit these opportunities and to cope with these challenges. The course will accomplish this goal by providing students with a systematic understanding of the fundamental aspects of the global business environment that influence business decisions and behavior. Corporate managers must understand the structural economic factors that determine locational advantages, the way government policies both promote and restrain the integration of national economies within the global economy and the impact of volatility in the global macroeconomic environment on international business strategy. These issues will be studied using the analytical tools and concepts of international economics and risk, as well as case studies and examples that will be used to relate these concepts to actual business problems.

In addition to learning about strategic concepts, you can expect to further develop your abilities to size up complex business situations, to identify the core problems and issues and to succinctly articulate this analysis.

COURSE MATERIALS

Daniels, Radebaugh and Sullivan. *International Business Environments and Operations*, 15th ed. Pearson Prentice Hall, 2014. **NOTE: The 14th edition would be fine as well. See two different reading lists below.**

Course website, accessible via York University Moodle.

COURSE STYLE & FORMAT AND GENERAL COMMENTS

I make extensive use of Moodle and all class announcements will be posted there, so you should regularly check the site for important communications.

I strongly believe in having *interactive discussions* rather than formal lectures. Class participation is crucial both to your learning and our collective sanity, and is strongly related to the professionalism component of your final grade for reasons described below.

I encourage relevant interruptions and questions at any point during any class, and I am available by e-mail/phone regularly to address any questions or concerns that you may not want to raise in class.

COURSE ORGANIZATION AND READINGS

Please come to the first class with the required reading done. Also, **have your name displayed in large dark writing that I can see from the front of the room and bring that to every class.**

*NOTE: Class schedule may be changed at the discretion of the Course Director.

The required reading list appears at the end of this document. NOTE: I have provided **two** versions – one if you are using the *fourteenth* edition of the text book and the other if you are using the *fifteenth* edition. Since the publisher has come out with a new (15th) edition, they are no longer making copies of the 14th edition available. I believe, however, that the changes are not significant for our purposes, and so will encourage you to try to find second-hand copies of the 14th edition to use. In the event that you can't or do not want to, reading lists reflecting both editions are provided.

COURSE EVALUATION

Mid-term test: 25%
Final exam: 30%
Group assignment: 30%
Professionalism* 15% *See below for further explanation/details.

Mid-term Exam (25%): A **mid-term exam** will be held during class on October 20, 2014. You must attend the mid-term since ***there will be no other alternative dates to write a make-up exam.*** If you miss the mid-term exam for a valid reason (as set-out in York policies), then the value of the mid-term will be added to the value of your final exam, making your final exam worth 55%. If you do not have a valid reason for missing the mid-term exam, you will get a mark of zero. The mid-term exam is a closed-book exam covering materials covered in class. You will be advised of the format in advance.

Final Exam (30%): The **final exam** will be held during the formal examination period. More details will follow later, but the exam will be cumulative, covering all material from the semester.

Group Project (30%): This project has three components: a written paper (15%), a presentation (10%), and peer evaluation (5%). A penalty of 5% for the first day, and 3% for each day thereafter (*including* each day of a weekend or holiday) shall apply to all late assignments (*i.e.*, paper, peer evaluations).

The group project will involve analysis and application of course concepts to a particular case or issue that your group selects to study. The purpose of this group assignment is to analyze and present your findings relating to an international business situation. The key to your grade will be your analysis of the issue selected, as well as the recommendations you put forward.

At least one week before your scheduled presentation, you must e-mail to me a copy of or a link to any background materials you have used to prepare this assignment. Please note that any background materials used must be properly cited in the written paper and included in a bibliography.

Group Formation: You are responsible for forming your own groups. Each group should have 6 members. Depending on final numbers enrolled in the course, some groups may only have 5 members. A list of all members in your group, with each member's full name, student number and e-mail address, as well as your top 3 choices for the class presentation date (see below) and the topic you plan to cover, must be submitted to me no later than September 22, 2014 (*i.e.* during the third lecture). You should also include a very brief (50 words or less) overview of the *specifics* that you will cover. Shortly thereafter, I will e-mail each group confirming the list of people in your group, as well as your topic and date of presentation. I may have to allocate topics on a first-come, first-served basis if two different groups wish to present on the same topic.

Written Paper & Presentation Topic: Your group will study a current International Business issue facing organization(s) in Canada or elsewhere. There are multiple sources of information for this issue: the news/press, journals, managers and employees, your own experiences, etc. Your group will write a paper and present in class on this topic.

In our classes from **October 22 through November 24 inclusive, 2 to 3 groups** per class will submit their group's paper and present their presentation in class.

Paper: 15%

Your written **paper** should be between **8-10 pages**, excluding the title page and list of references, double-spaced, in 12-point font with 1" margins. I require a Word copy sent to him by e-mail no later than 7:00 p.m. on the night you present. **An electronic copy must also be submitted through the Moodle course website (as indicated on the website) by 7:00 p.m. on the day you present.** I do not need a hard copy. Only one copy of the report for the entire group needs to be uploaded through Moodle. **Every group member also must complete, sign and date the "Academic Integrity Checklist" which is available on Moodle.**

You should cover at least the following in the paper:

- An introduction (*i.e.*, the significance of the topic/issue, etc.)
- A literature review, including what it is and what is known about it
- Discussion of relevance to the course and how international business specifically impacts this issue (or, conversely, how this issue impacts international business)
- Recommendations for organization(s) on how to manage the issue.

Your paper will be judged on style (grammar, etc.) and content (the extent and quality of your research, analysis, and recommendations). (See the complete marking criteria below.) **References should be cited in MLA style.**

You must include at least **five (5)** references on your References list. **Three (3)** of these five references must be from peer-reviewed, academic journals or edited academic books. The other two references may come from management or business trade magazines. Journal articles and book chapters on your topic can be found by searching the York University Libraries

It is strongly recommended that your group write your paper first and develop your presentation second.

Presentation: 10%

The presentation should summarize the paper but do not *read* your paper in class. The presentation will be limited to **10 minutes** with an additional **3-5 minutes** for questions and answers. You will be penalized for going beyond these time limits.

The purpose of the **presentation** is to help develop your presentation skills. Things such as content, structure, clarity, eye contact, audibility, effective use of presentation aids, and interaction with and involvement of the class will form part of your grade.

Peer Evaluations: 5%

Each student must submit **peer evaluations** of their other group members which should not exceed 2 pages in length. The purpose of these evaluations is to ensure that each member is making consistent and valuable contributions to the group assignment. You should evaluate each member with respect to participation in group activities, both inside and outside of class. Carefully evaluate each team member's behaviour during activities with your group. These are CONFIDENTIAL evaluations. You should not hesitate to provide negative feedback if it is warranted. If group members collude and agree to provide only positive feedback, then each member will receive the same mark. In other words, you can be negatively affected by the poor performance of your group members unless the collective feedback suggests that marks should not be equal for all group members. There is no standard form to be used, but instead, please comment on each group member in relation to the following:

- His/her contribution and the timeliness of the contribution; How well each person worked in the team; Leadership; Whether the person deserves to get the mark assigned to the project as a whole (or a higher grade or a lower grade) and an explanation; and Any comments on the assignment and suggestions, if any, to improve.

The peer evaluation survey must be *typed* and handed-in at the time of your presentation or you will receive a mark of 0. Late peer evaluation survey responses will not be accepted.

The 5% awarded for the peer evaluations is comprised of two components: i) whether – in preparing it – you have closely followed the instructions above; and ii) this 5% will also be adjusted, in part, based on what your peers have said about you.

Avoiding responsibility within groups is a form of academic dishonesty. Students that are reported by other group members as avoiding their responsibilities may be investigated in order to determine, if necessary, the appropriate academic penalties.

Criteria for Evaluation for Group Project

The criteria set out below are specific to the written paper. However, they are reflective of the evaluation criteria that will be used for the presentation as well (i.e. 20% of mark for presentation format and style, 80% for content).

1. Format and Writing Style (20 points)

- Overall presentation; Section Headings; Graphs, Tables and Illustrations; Footnotes; Bibliography; Appendices; Other; Sentence structure; Word choice; Flow of paper (including how fluid and seamless the various writing styles are); Vocabulary; Punctuation; Spelling

2. Content (80 points)

- Topic clearly defined; Directed at target audience; Arguments clearly presented; Originality of thinking; Thoroughness of research; Thoroughness of response; Quality of evidence; Coherence; Overall persuasiveness

Marks for *Professionalism vs. Participation*

The decision to base part of the course mark on *professionalism* is based, in part, on teaching experience, through which I found there to be a direct correlation between students' marks and their level of participation in class discussions.

However, in considering this further, I decided that mere *participation* is insufficient, but in fact, it is *professionalism* (which includes participation, among other things) that should be considered. It is my hope that in basing a material portion of your final mark on professionalism, this will better prepare you for the "real world".

Practically-speaking, some of the things that will count towards this component of your final grade include (but are not limited to) the following:

- Attending class and being on time
- Having your name clearly displayed in a large, dark font so I can read it from the front of the room
- Paying attention in-class, not using BlackBerrys, iPhones or other electronic devices
- Being prepared for class, having done all of the assigned readings, and being prepared to speak when called upon, often *randomly*
- Participating in class discussions with *meaningful* contributions
- Asking pertinent questions
- Carefully following all instructions relating to classes, assignments and exams
- Handing-in your work on-time (or early)
- Respecting other students

This is not a kindergarten class and it is not my intent to "*police*" you. However, professionalism is extremely important in the real world, and what better training than to begin now! To be clear, you will not fail this course by missing classes, but if you regularly miss class with no valid reason, this will certainly impact your professionalism mark, the same way regularly missing work with no valid reason would certainly impact your career.

SEE THE FOLLOWING TWO PAGES FOR THE REQUIRED READINGS. ONE APPLIES IF YOU ARE USING THE FOURTEENTH EDITION (WHICH I RECOMMEND) AND ONE APPLIES IF YOU ARE USING THE FIFTEENTH EDITION.

FOURTEENTH EDITION – READING LIST

	DATE	MAIN TOPICS	READINGS IN TEXT
1	Sept.8, 2014	Course overview, history and trends; the meaning and impact of globalization; the important role of change; why enter the international marketplace	Ch. 1
2	Sept.15, 2014	Theories of international economics and trade; why trade occurs	Ch. 6 (<i>only</i> pp. 219-232) <i>and</i> 7
3	Sept.22, 2014	The global trading system; key features; economic integration (WTO, NAFTA, EU, etc.); government influence on trade and trade patterns; types of trade barriers	Ch. 3 (<i>only</i> pp.88-91 and 119-124) <i>and</i> Ch. 8 (<i>only</i> pp. 290-306); <i>and</i> Ch. 13
4	Sept.29, 2014	Foreign Direct Investment (FDI); motives, patterns and government influence on FDI; Rule of law and its importance in international business; Corruption, ethics and CSR	Ch. 5 <i>and</i> Ch. 14 (<i>only</i> pp.520-528)
5	Oct. 6, 2014	Multinational enterprises; why go international and ways to do it; forms of ownership and alliances	Ch. 12 (<i>only</i> pp.440-452 <i>and</i> 458-460 <i>and</i> 464-468) <i>and</i> Ch. 14
	Oct. 13, 2014	NO CLASS	Thanksgiving
6	Oct. 20, 2014	MID-TERM EXAM *WRITTEN IN-CLASS.	EXAM
7	Oct. 27, 2014	International monetary systems and international financial institutions; foreign exchange, exchange rates and inflation; balance of payments; impact of recent global recession and debt crisis	Ch. 4 (<i>only</i> pp. 153-176); <i>and</i> Ch. 9 (but <i>exclude</i> pp.342-345 and pp.348-355) ; <i>and</i> Ch. 10 (<i>exclude</i> pp. 369-372)
8	Nov. 3, 2014	Role of competition, technology and globalization in international business; innovation and productivity; reasons for opposition to globalization	Ch. 11 (<i>exclude</i> pp. 409-420)
9	Nov. 10, 2014	Risk (cultural, political, economic, etc.); culture and its impact on business; identifying and managing risk	Ch. 2 <i>and</i> Ch. 3 (<i>only</i> pp.91-118); <i>and</i> Ch. 12 (<i>only</i> pp.452-457)
10	Nov. 17, 2014	Marketing	Ch. 16
11	Nov. 24, 2014	Management in a MNE; supply chain management; logistics; control of operations; Human Resources Management	Ch. 11 (<i>only</i> pp. 409-419); <i>and</i> Ch. 15 (<i>only</i> pp. 560-568 <i>and</i> pp. 574-585); <i>and</i> Ch. 17; <i>and</i> Ch. 20 (<i>only</i> pp. 761-778)
12	Dec. 1, 2014	IB in Action / REVIEW	NONE

FIFTEENTH EDITION – READING LIST

	DATE	MAIN TOPICS	READINGS IN TEXT
1	Sept.8, 2014	Course overview, history and trends; the meaning and impact of globalization; the important role of change; why enter the international marketplace	Ch. 1
2	Sept.15, 2014	Theories of international economics and trade; why trade occurs	Ch. 5 (<i>only</i> pp. 191-206) <i>and</i> 6
3	Sept.22, 2014	The global trading system; key features; economic integration (WTO, NAFTA, EU, etc.); government influence on trade and trade patterns; types of trade barriers	Ch. 3 (<i>only</i> pp.88-91 and 121-129) <i>and</i> Ch. 7 (<i>only</i> pp. 262-278); <i>and</i> Ch. 14
4	Sept.29, 2014	Foreign Direct Investment (FDI); motives, patterns and government influence on FDI; Rule of law and its importance in international business; Corruption, ethics and CSR	Ch. 11 <i>and</i> Ch. 15 (<i>only</i> pp.570-581)
5	Oct. 6, 2014	Multinational enterprises; why go international and ways to do it; forms of ownership and alliances	Ch. 13 (<i>only</i> pp.483-494 <i>and</i> 501-503 <i>and</i> 507-510) <i>and</i> Ch. 15
	Oct. 13, 2014	NO CLASS	Thanksgiving
6	Oct. 20, 2014	<i>MID-TERM EXAM *WRITTEN IN-CLASS.</i>	<i>EXAM</i>
7	Oct. 27, 2014	International monetary systems and international financial institutions; foreign exchange, exchange rates and inflation; balance of payments; impact of recent global recession and debt crisis	Ch. 4 (<i>only</i> pp. 157-173); <i>and</i> Ch. 8 (but <i>exclude</i> pp.mid-312 to mid 314 and pp.317-328) ; <i>and</i> Ch. 9 (<i>exclude</i> pp. bottom 339 to mid 343)
8	Nov. 3, 2014	Role of competition, technology and globalization in international business; innovation and productivity; reasons for opposition to globalization	Ch. 12 (<i>exclude</i> pp. 445 to mid 461)
9	Nov. 10, 2014	Risk (cultural, political, economic, etc.); culture and its impact on business; identifying and managing risk	Ch. 2 <i>and</i> Ch. 3 (<i>only</i> pp.91-121); <i>and</i> Ch. 13 (<i>only</i> pp.495 to mid 501)
10	Nov. 17, 2014	Marketing	Ch. 17
11	Nov. 24, 2014	Management in a MNE; supply chain management; logistics; control of operations; Human Resources Management	Ch. 12 (<i>only</i> pp. 445-455); <i>and</i> Ch. 16 (<i>only</i> pp. 615-623 <i>and</i> pp. 630-643); <i>and</i> Ch. 18; <i>and</i> Ch. 20 (<i>only</i> pp. 769-787)
12	Dec. 1, 2014	IB in Action / REVIEW	NONE