

YORK UNIVERSITY
FALL 2021 - INTERNATIONAL BUSINESS
ADMS 3960, Section A
Mondays, 7:00 – 10:00 p.m.*

***This course will be taught *primarily online* (synchronous remote learning). All but one class will take place online “live” on the day and time specified above. Lectures will *not* be recorded so it is imperative that you ensure your schedule permits you to log-in to each class.**

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.

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.

COURSE MATERIALS

Daniels, Radebaugh and Sullivan. *International Business Environments and Operations*, 17th ed. Pearson.
NOTE: The *sixteenth* edition is fine as well but you would need to figure out the page and chapter number differences to determine what to read.

Course website, accessible via eClass.

COURSE STYLE & FORMAT AND GENERAL COMMENTS

I make extensive use of eClass 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 (even online!) 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/questions at any point during any online 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 log-in to the first class (and all subsequent classes) with the required reading done.

The required reading list appears at the end of this document. *NOTE: Class schedule may be changed at the discretion of the Course Director.

ACADEMIC INTEGRITY AT YORK UNIVERSITY

Unfortunately, I have had several instances of students breaching the school's academic integrity policies. Not only it this unpleasant for all involved, but it can significantly impact your academic performance and future. You are responsible for knowing the policies, and what types of things constitute breaches of these policies. There is a lot of information available on the Academic Integrity Web Site for York University and you should spend some time familiarizing yourself with this website and its resources. The school also has librarians who can assist and you can always ask me. Please take this seriously and do not make the mistaking of falling offside these policies either intentionally or inadvertently as this will be treated very seriously.

COURSE EVALUATION

| | |
|-----------------|-----|
| Mid-term test: | 20% |
| Group Project: | 30% |
| Professionalism | 15% |
| Final exam: | 35% |

Mid-term Exam: A **mid-term exam** will be held in class **online** on **October 25, 2021 from 7:00 p.m. to 8:30 p.m.** If you miss the mid-term exam for a valid reason (as set-out in York policies), then you must present the proper documentation to the school promptly. If approved, the value of the mid-term will be added to the value of your final exam, making your final exam worth 55%. **There will be no make-**

up mid-term exam. If you do not have a valid reason for missing the mid-term exam, you will get a mark of zero. You will be advised of the format in advance.

Group Project: This project has two components: a virtual recorded presentation (25%) and peer evaluation (5%). Each of these components is an essential part of the group project and must be completed and presented at the same time for the project to be deemed to be submitted. 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.*, presentations *and* peer evaluations).

The purpose of this group assignment is to 1) analyze the case or issue, its relevance to and implications for international business; and 2) explain this case or issue in a thoughtful and engaging manner.

Group Formation: I will create your groups. Approximately 2 weeks into the semester, I will e-mail each group introducing the members to one another. Each group will have approximately 6 members. Within a week of the date of my introductory e-mail to your group, each group must choose a case or issue from the list provided below or propose your own. Only one group can do a case or an issue and will be assigned on a first-come, first-served basis. Please provide at least 2 choices (in order of preference) when you send me your choices.

The presentations must be **video recorded** (slides and presenter(s)) and will be due no later than **1:30 p.m. on November 8, 2021**. You can select one, some or all group members to present. One member from each group must first upload the final presentation to the “Group Video Presentation Collection” media collection set-up in e-Class and the must also go the “Group Video Presentaion Assignment” assignment in eClass and link the uploaded video to this assignment. If you require assistance, please contact ESOhelp@yorku.ca.

Project Topic: The group project will involve analysis and application of course concepts to a particular topic that your group selects to study. Set out below is a list of suggested topics to explore. Please note your group is *not* limited to these topics – your group may seek permission to explore a different topic (but need to obtain my approval for the topic).

- An almost unprecedented refugee movement into Europe
- BREXIT
- Canada-United States-Mexico Agreement (CUSMA)
- Changes in national borders (e.g., Crimea now a part of Russia rather than the Ukraine)
- Competition, technology and management: Zara and the creation of the fast fashion industry
- COVID-19 and its impact on some industry (e.g., travel & tourism) or an international company
- Cultural risk, technology and competition: Uber’s experience in China
- Decreasing degrees of political and economic freedom throughout the world
- Ethics and corruption: Siemens corruption scandal *or* VW emissions scandal
- Foreign direct investment and political risk: French President Macron calls for a halt to Chinese takeovers in the EU
- Greater agreement that the global climate is warming
- Greater support in many countries for more national sovereignty, leading to the possible breakup of regional economic groups.
- Oil technology that has altered global supply locations and prices
- Political risk and international trade: Brexit
- Should US Imports of Prescription Drugs from Canada be Widened?
- Tax Wars: Pfizer Versus the US Government
- The Borderfree Option: Going Global–Simplified

- The emergence of disruptive technologies such 3D printers, robotics, and artificial intelligence
- The evolving role of Bitcoins for international currency exchange and investment opportunities
- The expanding scale and scope of technology
- The game changing implications of social media
- The opening of US—Cuban diplomatic exchanges
- The rise of ISIS and its extended terrorism
- The spread of mosquito-borne epidemics (Zika, Ebola, dengue fever, and yellow fever)
- The termination of an embargo on Iran

Presentation (25%): For your presentation, your group will seek to explain the topic you are covering and its relevance, significance, and impact on international business. This presentation should not exceed 15 minutes in length. You will be penalized for going beyond these time limits.

The presentation will be marked on criteria such as clarity, visual aids, logic and flow, and the ability to answer follow-up question(s) (if any) that I may send by e-mail. In short, this presentation should include the following, at a minimum:

1. The topic your group is investigating.
2. Your analysis of the topic and why it is a useful topic to explore in the context of an international business course.
3. It is important to focus on the specifics not generalities.

Not all members of your group are required to present.

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

For the presentation, the key to your grade will be the quality of the presentation, particularly how well you are able to explain and explore the topic.

Peer Evaluations/Group Dynamics (5%): Subject to any concerns raised in the confidential peer evaluations (see below), all group members will receive the same mark (as this is a group project and the mark reflects the attainment of the group as a whole).

Each student must submit **peer evaluations** via the eClass feedback item “Peer Evaluation (confidential)”. Carefully evaluate each team member’s behavior 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.

The peer evaluation must be submitted via eClass at the time of your presentation or you will receive a mark of 0. Late peer evaluation survey responses will not be accepted.

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.

Final Exam: The **final exam** will be held ONLINE during the university's official exam period. More details will follow later, but the exam will be cumulative, covering all material from the semester.

Marks for *Professionalism*

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:

- Logging-in to each class and being on time
- Being prepared for class, having done all 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
- Submitting 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.

SEVENTEENTH EDITION – READING LIST

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|----------|---------------|--|--|
| 1 | Sep 13 | Course overview, history and trends; the meaning and impact of globalization; why enter the international marketplace | Ch. 1 |
| 2 | Sep 20 | Theories of international economics and trade; why trade occurs | Ch. 6 (only pp. 148-159) and Ch. 7 |
| 3 | Sep 27 | 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 (only pp.54-57 and 83-88) and Ch. 8 (only pp. 199-217); and Ch. 14 |
| 4 | Oct 4 | Foreign Direct Investment (FDI); motives, patterns and government influence on FDI; Corruption, ethics and CSR | Ch. 5 and Ch. 15 (only pp.379-388) |
| | Oct 11 | <i>NO CLASS – READING WEEK</i> | <i>NO CLASS – READING WEEK</i> |
| 5 | Oct 18 | Multinational enterprises; why go international and entry strategies; forms of ownership and alliances | Ch. 13 (only pp.323-327 and 335-340) and Ch. 15 (only pp. 388-405) |
| 6 | Oct 25 | <i>MID TERM EXAM ONLINE</i> | <i>MID TERM EXAM ONLINE</i> |
| 7 | Nov 1 | Foreign exchange, exchange rates and inflation; balance of payments; impact of recent global recession and debt crisis | Ch. 4 (only pp. 108-112 and 115-117); and Ch.9 (only pp. 223-227); and Ch. 10 (only pp. 252-254 and 255-257 and 259-260) |
| 8 | Nov 8 | Role of competition, technology and globalization in international business; innovation and productivity; reasons for opposition to globalization <i>[This class will be held in person on campus.]</i> | Ch. 12 |
| 9 | Nov 15 | Risk (cultural, political, economic, etc.); culture and its impact on business; identifying and managing risk | Ch. 2; and Ch. 3 (only pp. 57-88) and Ch. 13 (only pp. 327 to top of 333) |
| 10 | Nov 22 | Marketing Globally | Ch. 17 |
| 11 | Nov 29 | Management in a MNE; supply chain management; logistics; control of operations; Human Resources Management | Ch. 16 (only pp. 433-438); and Ch. 18 (only pp. 469-486); and Ch. 20 |
| 12 | Dec 6 | Catch-up and review | |