

International Business

ADMS 3960, Section A
Fall 2023

Course Information

Course Instructor: Steven Liang
E-mail: zliang@yorku.ca
Office Hours: By appointment
Course Time & Days: Thursdays 4-7 pm
Class Location: ACW 106

Land Acknowledgment

York University recognizes that many Indigenous Nations have longstanding relationships with the territories upon which York University campuses are located that precede the establishment of York University. York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been care taken by the Anishinabek Nation, the Haudenosaunee Confederacy, and the Huron-Wendat. It is now home to many First Nation, Inuit, and Métis communities. We acknowledge the current treaty holders, the Mississaugas of the Credit First Nation. This territory is subject of the Dish with One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region ([LA&PS Land Acknowledgement](#)).

Course Overview

Course Description

This course seeks to equip students with an understanding of the global environment, how this global environment continually evolves and how that evolution impacts upon business strategy and activities. Through lectures, class discussions and debates and experiential learning, students will gain knowledge of 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.

Course Learning Objectives

By the end of this course, students will be able to:

- Understand what globalization is, what factors are driving it and its impact on international business.
- Differentiate the different ways in which companies undertake international business and the factors that may push them to choose a particular operating mode over another.
- Relate how politics, laws, culture and other factors influence international business.
- Identify the foundations for pursuing ethical behaviour in international business.
- Recognize the role of a business manager in a successful international business strategy and the relevant factors at play in a given operating environment.
- Differentiate the types of strategies used by multinational enterprises.

Course Format and Organization

Lectures, discussions, and case analysis form the basic pedagogy of this course. We will also have in-class individual and group activities. For all class meetings, students should read the assigned readings and be prepared to discuss reading materials and participate in case discussions. Constructive contribution to class discussions is an integral part of this course. Your contribution will be evaluated based on your preparation for class discussions (i.e. assigned readings and cases), presentation skills, and willingness to commit yourself in front of the class. Attendance, timely arrival for classes and significance of contribution are important elements of your overall evaluation.

Technical Requirements

Here are some useful links for student computing information, resources, and help:

- [Student Guide to eClass](#)
- [Zoom@YorkU Best Practices](#)
- [Zoom@YorkU User Reference Guide](#)
- [University Information Technology \(UIT\) Student Services](#)
- [Student Guide to eLearning at York University](#)

To determine Internet connection and speed, there are online tests, such as [Speedtest](#), that can be run. If you need technical assistance, please consult the [University Information Technology \(UIT\) Student Services](#) web page. For more specific assistance, please write to askit@yorku.ca.

Course Communication Plan and Office Hours

- eClass will be used in this course for course announcement and course materials.
- Instructor will primarily use Email to communicate with individual students after class, if necessary. Please make sure your email address is valid and up to date.
- Students can communicate with one another using discussion forums on eClass or other means they prefer.
- Office hour is by appointment only. Students can request meeting with the instructor in advance.

Course Expectations

- Attending class and being on time
- Having your name clearly displayed in a large, dark font so it can be read from the front of the room
- Paying attention in-class, not using 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

Required Course Materials

Textbook: **International Business: Competing in the Global Marketplace (14th eds.)**
by Charles Hill, McGraw-Hill

The cases and articles for discussion are available at Ivey Publishing
<https://www.iveypublishing.ca>

Optional Materials

Harvard Business Review, The Economist

Course Evaluation

Assessment	Due Date	Weight %	Description
Mid-term	In-class on Oct 19	30	Completion of a timed exam in class
Group Project		40	Project of international business activities by a group of students
Class Participation		10	Attendance and engagement in weekly class and discussion
Final Exam	TBD	20	Completion of a timed case study
		100%	

Assessment Descriptions

Mid-term (30%): A mid-term exam will be held in class on Thursday. 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 50%. If you do not have a valid reason for missing the mid-term exam, you will get a mark of zero. There will be no make-up mid-term exam. The mid-term exam is a closed-book exam covering all course lectures, videos, and case discussions preceding the mid-term. You will be advised of the format in advance.

Group Project (40%)

The project is a team exercise for which each team will consist of 5–6 members. There will be time available in the first class for you to form yourselves into teams for this assignment. Students are to prepare a complete strategic analysis of the current and prospects for a real company engaging in international business activities. In general, the companies must conduct international business (e.g., export and import, cross-border merge and acquisition, international joint venture, licensing, establishing facilities in foreign countries, global supply chain management, etc.). Choose a major international business activity of the company of interest and make a systematic analysis of the antecedents and consequences of that activity. That activity is of course the focus of the considerable primary and secondary research that the project entails.

There are three key events for the completion of this term project. They are submission of your project proposal, handing in of interim report and presentation of your final project. Dates for these key events are shown in the SCHEDULE.

1. Project Proposal (5%) due 3rd week

Think of your project proposal as a one-page (maximum) memo to me that achieves the following:

- Identifies the members of the group (names and student numbers).
- Identifies the company and IB activity you have chosen, and states why you chose them.
- Identifies planned start and finish dates for key activities you will engage in to complete the project (e.g., select the topic, complete the interim report, group discussions).
- The instructor will discuss any concerns with your proposal if necessary. No discussion from the instructor means proceed.

2. Interim Report (15%) due 8th week

A ten-page submission of an analysis on the data and information gathered. Please prepare a preliminary report based on your analysis on the materials collected and submit it in Microsoft Word format to the folder named “Interim Report” on eClass.

Please name your file with your group number and your company (e.g., “Group 04-Walmart”). This is my opportunity to be in your group to provide you with feedback to ensure you are heading in the right direction and have a good deal of the work done at this point. Please provide in-depth analysis as much as possible so that I can provide comments and suggestions to help you further improve it for the final presentation. Please make the report 12-point font in Times New Roman, double spaced. The 10-page limit does not include charts, figures, tables, pictures, and references. But please include only pertinent information in your appendices. Redundant or irrelevant appendices will negatively affect your score. You should use in-text citations and provide a bibliography at the end of the report. Citation format can be Chicago, APA, or MLA. The interim report will be evaluated based on a clear objective or problem definition, the information on your company and country gathered as well as much of the analysis. Also try to apply the relevant IB concepts, theories and/or analytical frameworks when necessary.

3. Project Presentation (20%) (beginning on 10th week)

You are supposed to continue your research on your company and its IB activity based on your increased knowledge of IB and my feedback on your interim report in the second half of the semester. In the final presentation, you are expected to show a much more in-depth and comprehensive analysis on your company’s IB activity. There are many ways to improve your study, such as addressing your research questions more adequately, collecting additional data and information to support your arguments, providing creative and feasible suggestions to resolve the problems faced by your company.

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

- Introduction / Objective
- Company background and/or country analysis as it pertains to the chosen industry. How the company is handling the activity currently.
- Analysis and evaluation of current results. If your company has no experience in the international environment, then find an alternate company to use for benchmarking purposes.
- Analysis of the business environment in the host country as it pertains to your project.
- Your recommendation for handling the IB activity. What would be the optimal strategy for the firm?
- References

The purpose of the presentation is to help develop your presentation skills. Things such as content, structure, clarity, eye contact, audibility and effective use of presentation aids will form part of your grade. Grading will be based 80% on the content of the presentation and 20% for “style” (creative/interesting presentation of material, effective use of visuals and other materials, structure and flow of presentation, etc.). 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. Therefore, all group members are required to do the presentation of 15-20-minute for this component. Then, there will be a Q&A session that takes about 10 minutes. (Depending on the number of teams made, this time allocation can change.) You will be penalized for going beyond the time limit.

4. Peer Evaluations (due the day after presentation): Subject to any concerns raised in the confidential peer evaluations, 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 be hesitated to provide negative feedback if it is warranted. 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.

Class Participation (10%): Constructive contribution to class discussion is an integral part of this course. Your contribution will be evaluated, in part, based on your preparation for class discussions. Attendance, timely arrival for classes and

significance of contribution are important elements of your overall evaluation. There will be no other opportunity to make up the 10% awarded, to your individual participation, by doing an alternate assignment.

In grading class participation, the instructor will look at both the **quality** and **quantity** of your class contributions. With regard to quality, the dimensions I look for include:

- Relevance---Does the comment bear on the subject at hand?
- Analysis---Is the reasoning employed consistent and logical?
- Responsiveness---Does the comment react in an important way to what someone else has said?
- Importance---Does the contribution further our understanding of the issue at hand?
- Evidence---Have data from the case, from personal experience, from general knowledge been employed to support the assertions made?
- Clarity---Is the comment succinct and understandable? Does it stick to the subject, or does it wander?

There are 7 sessions (starting Session 2) in which students will have opportunities to participate in class discussion. Students are expected to participate all activities to receive good performance in this component. Starting Session 2, each student will get points according to his/her participation relative to the class average. Normally, students will receive 8 or 9 points if their points are one standard deviation above the class average of the session. Students will receive points below 3 if their performances are one standard deviation below the class average. There are 7 live-class participation sessions. To account for the potential errors in evaluating participation and consider the situation where students might have to miss sessions for unexpected events, your participation in this component will be based on your best 6 sessions.

Final Exam (20%): The final exam will be held at the end of the semester. Exact timing of the final exam will be determined as the semester progresses. The exam will consist of questions on a case (which will be provided in the exam paper). The exam will be cumulative, based on all materials covered in the course (i.e., lecture notes, textbook readings, case and article discussed, country presentations, and videos) throughout the semester. Students must write the final exam to pass the course.

Late Work Policy

Late submission of any assignment will result in a mark reduction of 25% of its value per day.

Grading

The grading scheme for this course conforms to the 9-point system used in undergraduate programs at York University. For a full description of the York grading system, visit the York University [Academic Calendar](#).

GRADE	GRADE POINT	PERCENT RANGE	DESCRIPTION
A+	9	90-100	Exceptional
A	8	80-89	Excellent
B+	7	75-79	Very Good
B	6	70-74	Good
C+	5	65-69	Competent
C	4	60-64	Fairly Competent
D+	3	55-59	Passing
D	2	50-54	Marginally Passing
E	1	(marginally below 50%)	Marginally Failing
F	0	(below 50%)	Failing

How to Use Citations

- [SPARK Student Papers & Academic Research Kit](#)
- [Chicago Style Overview, YorkU Libraries](#)
- [MLA Style Overview, YorkU Libraries](#)
- [APA Style Overview, YorkU Libraries](#)
- [Drop-in Research Support, YorkU Libraries](#)
- [Writing Centre](#)

Course Schedule: Weekly Readings and Activities

Course Schedule

Week/Module Dates	Topic	Readings and Activities
Week 1 September 7	Introduction to international business: format of the course; nature of IB;	Chapter 1
Week 2 September 14	Trade theories: Reasons for and against going international. Why restrict or promote trade? Tools used to restrict and promote imports and exports.	Chapter 6
Week 3 September 21	The global trading system: key features of economic integration; Government influence on trade and trade patterns: types of trade barriers Project Proposal submission due	Chapter 7&9
Week 4 September 28	Political, Cultural, and Institutional Contexts	Chapters 2 & 4
Week 5 October 5	International investment theories: Why do companies invest in foreign markets? Analyzing and Entering Foreign Markets	Chapter 8 & 15
Week 6 October 19	Midterm Exam	
Week 7 October 26	Firm strategy of international business: Globalization and multi- domesticity	Chapter 13
Week 8 November 2	Organizational structure of MNEs: benefits and costs of various organizational designs Interim Report submission due	Chapter 14

Week 9 November 9	Global Production and Supply Chain Management	Chapter 17
Week 10 November 16	Project presentations	
Week 11 November 23	Project presentations	
Week 12 November 30	Project presentations	

Course Policies

All students are expected to familiarize themselves with the following information:

- [Student Rights & Responsibilities](#)
- [Academic Accommodation for Students with Disabilities](#)

Please also review the following course policies:

Academic Integrity

In this course, we strive to maintain academic honesty to the highest extent possible. Please familiarize yourself with the meaning of academic integrity by completing [SPARK's Academic Integrity module](#) at the beginning of the course. Breaches of academic honesty range from cheating to plagiarism (i.e., the improper crediting of another's work, the representation of another's ideas as your own, etc.). All instances of academic dishonesty in this course will be reported to the appropriate University authorities and can be punishable according to the [Senate Policy on Academic Honesty](#).

Accessibility

While all individuals are expected to satisfy the requirements of their program of study and to aspire to achieve excellence, the University recognizes that persons with disabilities may require reasonable accommodation to enable them to perform at their best. The University encourages students with disabilities to register with [Student Accessibility Services](#) to discuss their accommodation needs as early as possible in the term to establish the recommended academic accommodations that will be communicated to Course Directors through their Letter of Accommodation (LOA).

Please let your instructor know as early as possible in the term if you anticipate requiring academic accommodation so that we can discuss how to consider your accommodation needs within the context of this course. Sufficient notice is needed so that reasonable steps for accommodation can be discussed. Accommodations for tests/exams normally require three (3) weeks (or 21 days) before the scheduled test/exam to arrange.

Religious Observance Accommodation

York University is committed to respecting the religious beliefs and practices of all members of the community, and making reasonable and appropriate [accommodations to adherents for observances of special significance](#). Should any of the dates specified in this syllabus for course examinations, tests, or deadlines conflict with a date of religious significance, please contact the instructor within the first three (3) weeks of class. If the date falls within the formal examination periods, you must complete and submit a [Religious Accommodation for Examination Form](#) at least three (3) weeks before the start of the exam period.

Intellectual Property

Course materials are designed for use as part of this particular course at York University and are the intellectual property of the instructor unless otherwise stated. Third-party copyrighted materials (such as book chapters, journal articles, music, videos, etc.) have either been licensed for use in this course or fall under an exception or limitation in Canadian copyright law. Students may not publish, post on an Internet site, sell, or otherwise distribute any course materials or work without the instructor's express permission. Course materials should only be used by students enrolled in this course.

Copying this material for distribution (e.g., uploading material to a commercial third-party website) may lead to a charge of misconduct according to York's [Code of Student Rights and Responsibilities](#), the [Senate Policy on Academic Honesty](#), and/or legal consequences for copyright violations.

Student Conduct in the Learning Environment

York University is committed to fostering teaching and learning environments that are free of disruptive and/or harassing behaviour, are physically safe, and conducive to effective teaching and learning. Students and instructors are expected to maintain a professional relationship characterized by courtesy, civility, and mutual respect and to refrain from actions disruptive to such a relationship. Individuals who fail to adhere to such standards and who violate University or public law may be subject to disciplinary action by the University.

For more information, see the policies on [Disruptive and/or Harassing Behaviour in Academic Situations](#), the [Student Conduct and Responsibilities](#), and the [Code of Student Rights & Responsibilities](#).

Netiquette for eClass and Online Learning

Students and instructors have a joint responsibility to create and maintain a welcoming and inclusive learning environment. All students are expected to conduct themselves in accordance with the [Code of Student Rights and Responsibilities](#). Please review and familiarize yourself with behaviours that support “netiquette” in virtual classrooms by consulting the [Guide to Netiquette](#) and [Student Guide to eLearning](#).

Student Notice of Recording for Online Teaching and Learning

Activities for this course involve recording, in partial fulfillment of the course learning outcomes. Images, audio, text/chat messaging that have been recorded may be used and/or made available by the University to students enrolled in the course and those supporting the course for the purpose of materials review, for assessment, etc. Recordings will be managed according to the University’s Common Record Schedule and will be securely destroyed when no longer needed by the University. Your personal information is protected in accordance with York University’s [Guidelines on Access of Information and Protection of Privacy](#) and the [Freedom of Information and Protection of Privacy Act](#). Access to online materials, including recordings or live meetings, is subject to York University’s [Senate Policy on Computing and Information Technology Facilities](#).

The University will use reasonable means to protect the security and confidentiality of the recorded information, but cannot provide a guarantee of such due to factors beyond the University’s control, such as recordings being forwarded, copied, intercepted, circulated, disclosed, or stored without the University’s knowledge or permission, or the introduction of malware into computer system which could potentially damage or disrupt the computer, networks, and security settings. The University is not responsible for connectivity/technical difficulties or loss of data associated with your hardware, software, or Internet connection.

By engaging in course activities that involve recording, you are consenting to the use of your appearance, image, text/chat messaging, and voice and/or likeness in the manner and under the conditions specified herein. In the case of a live stream recording, if you choose not to have your image or audio recorded, you may disable the audio and video functionality. If you choose to participate using a pseudonym instead of your real

name, you must disclose the pseudonym to your instructor in advance to facilitate class participation.

You are not permitted to disclose the link to/URL of an event or an event session recording or copies of recording to anyone, for any reason. Recordings are available only to authorized individuals who have been directly provided the above instructions/link for their use. Recordings for personal use, required to facilitate your learning and preparation of personal course/lecture notes, may not be shared with others without the permission of the instructor or event coordinator, and may not be published, posted, linked to, or otherwise made available online, including on social media feeds, even if those feeds are private.

Health and Safety

All York students and instructors share responsibility for the safety and well-being of the community while on York's campuses. Please continue to check [YUBetter Together](#) for the latest information on health and safety.

Student Support and Resources

To help you succeed academically, York University offers a wide range of resources and services. Everything from writing workshops and peer mentorship to wellness support and career guidance is available to fulfill our LA&PS students' needs. Explore the links below to access these on-campus resources:

- [Academic Advising](#) is available to provide students support and guidance in making academic decisions and goals.
- [Student Accessibility Services](#) are available for support and accessibility accommodation when required.
- [Student Counselling, Health & Wellbeing](#) offers workshops, resources, and counselling to support your academic success.
- [Peer-Assisted Study Sessions \(PASS\) Program](#) provides student study sessions for students to collaborate and enhance their understanding of course content in certain courses.
- [Student Numeracy Assistance Centre at Keele \(SNACK\)](#) supports students in courses involving math, stats, and Excel.
- [The Writing Centre](#) provides multiple avenues of writing-based support including drop-in sessions, one-to-one appointments, a Multilingual Studio, and an Accessibility Specialist.
- [ESL Open Learning Centre \(OLC\)](#) supports students with building proficiency in reading, writing, and speaking English.

- [Learning Skills Services](#) provides tips for time management, effective study and learning habits, keeping up with coursework, and other learning-related supports.
- [Learning Commons](#) provides links to supports for time management, writing, study skills, preparing for exams, and other learning-related resources.
- [Roadmap to Student Success](#) provides students with timely and targeted resources to help them achieve academic, personal, and professional success.
- [Office of Student Community Relations \(OSCR\)](#) is responsible for administering the [Code of Student Rights & Responsibilities](#) and provides critical incident support.
- [goSAFE](#) is staffed by York students and can accompany York community members to and from any on-campus location, such as the Village Shuttle pick-up hub, parking lots, bus stops, or residences.

For a full list of academic, wellness, and campus resources visit [Student Support & Resources](#).