

SIMON FRASER UNIVERSITY

MEMORANDUM

To: Senate **From:** J.M. Munro, Chair
Senate Committee on
Academic Planning

Subject: Undergraduate Curriculum Revisions **Date:** November 15, 1994
Faculty of Business Administration

Action undertaken by the Senate Committee on Undergraduate Studies (SCUS Reference 94-6) and the Senate Committee on Academic Planning (SCAP 94-56) gives rise to the following motion:

Motion:

"that Senate approve and recommend approval to the Board of Governors the curriculum revisions for the Faculty of Business Administration as set forth in S.94-68 as follows:

- a) Changes in the International Business area including
 - i) New courses -
 - BUS 432 - 3 International Human Resource Management
 - BUS 434 - 3 Foreign Market Entry
 - BUS 435 - 3 Management of International Firms
 - BUS 438 - 3 Multinational Corporate Finance
 - ii) Change in concentration requirements
- b) Changes in the Human Resource Management area -
 - i) New course -
 - BUS 360 - 3 Business Communication
- c) Change in
 - i) Joint Major in Information Systems in Business Administration and Computing Science
 - ii) Joint Major in Business Administration and Latin American Studies
- d) Changes in the Minor Program"

In all cases agreement has been reached between the Faculty and the Library in the assessment of library costs associated with new courses.

For Information

Acting under delegated authority of Senate, SCUS has approved revisions to the following courses as detailed in SCUS 94 - 6:

Change in number and prerequisites BUS 349

Change in prerequisites BUS 430

Change in title and prerequisites BUS 431

Change in prerequisites BUS 447

Change in prerequisites for BUS 481, 482

BUS 360 becomes corequisite for all 400 Division BUS courses with the exception of practicum courses (BUS 425 and 426)

September 28, 1994

MEMORANDUM

To: W. R. Heath, Secretary
Senate Committee on Undergraduate Studies

From: Robert Rogow, Undergraduate Program Director,
Faculty of Business Administration

Subject: Proposed Calendar Changes

The Faculty of Business Administration requests consideration by SCUS of the following proposed changes for the Business Administration section of the 1995-1996 Calendar. Would you please include them in the agenda for an upcoming SCUS meeting?

Library approval and overlap approval from other Faculties have been requested.

(A) Changes in the INTERNATIONAL BUSINESS Area:

(1) New Course Proposals:

**(a) BUS 432, INTERNATIONAL HUMAN RESOURCE MANAGEMENT
Calendar Description:**

Significance of multinational complexity and diversity (cultural, economic, demographic, etc.) to the human resource function. Interplay among human resource functions (employee procurement, allocation, utilization), types of employees, and countries of operation. (Seminar). Prerequisite: 60 credit hours; Corequisites: BUS 346 and BUS 381.

Rationale:

The special problems and opportunities arising from cultural and other differences among national settings are often underestimated or misperceived by managers contemplating employment across international boundaries. Students planning international business careers could benefit from classroom exposure to professional experience in this area, and from practice in attempting problem assessment and program design.

This course was offered as a selected topics course in 94-1, and was well received by students. It is being offered for the second time in 94-3.

Attached are a new course proposal form and a course outline.

(b) BUS 434, FOREIGN MARKET ENTRY

Calendar Description:

Product-market entry decisions. Choices among foreign market entry modes (exports, licensing, direct investment, etc.)
Cooperative alliances in international business. Prerequisite: 60 credit hours; Corequisites: BUS 346 and either BUS 430 or BUS 432.

Rationale:

The course should prove professionally useful to students seeking careers with companies doing business across national boundaries. It fills a niche in the International Business concentration, supplementing other offerings and corresponding closely to courses offered at leading North American business programs.

Attached are a new course proposal form, a course outline, and information on readings for the course.

(c) BUS 435, MANAGEMENT OF INTERNATIONAL FIRMS

Calendar Description:

Strategic requirements for the management of multinational corporations. Firm-specific and institutional challenges facing global managers in formulating and implementing profitable strategies. Prerequisite: 60 credit hours; Corequisites: BUS 346 and either BUS 430 or BUS 432.

Rationale:

With the growth of businesses operating in more than one country, it is important to improve student understanding of how international managers make strategic decisions and of what the profitability and other consequences of those decisions are.

Attached are a new course proposal form, a course outline, and information on readings for the course.

(d) BUS 438, MULTINATIONAL CORPORATE FINANCE

Calendar Description:

An introduction to the management of the multinational firm from a financial perspective. Topics to be covered include currency risk management and international capital budgeting. Prerequisite: 60 credit hours; Corequisite: BUS 346.

Rationale:

Except for International Business concentrators who are also Finance concentrators, BUS 418, International Financial Management, is too technically advanced, requires prerequisites (BUS 315, ECON 345) that are difficult for many such students to master comfortably, and gives insufficient attention to the financial management of the multinational firm. 418's attempt to service two significantly different student clienteles--non-Finance IB concentrators and Finance concentrators, and its attempt to cover two distinguishable topics--multinational corporate finance and international investments--has not been successful.

BUS 438 will not be acceptable in lieu of BUS 418 within the Finance concentration.

Attached are a new course proposal form, a course outline, and a reading and research list.

[2] Changes in Course Titles, Numbers, Descriptions, or Prerequisites:

(a) BUS 349, NORTH AMERICAN INTERNATIONAL TRADE ISSUES

(1) Change in course numbering (to BUS 449)

Rationale: To parallel other geographic area courses (e. g. BUS 431)

(2) Change in prerequisites:

From: Prerequisite: 60 credit hours; BUS 346 recommended.

To: Prerequisite: 60 credit hours; Corequisites: BUS 346 and either BUS 430 or BUS 432.

Rationale: 400 division international business courses now have the introductory BUS 346 as a corequisite. Either Comparative Management or International Human Resource Management provide useful background for most other 400 division International Business courses.

(b) BUS 430, COMPARATIVE MANAGEMENT

(1) Change in prerequisites

From: Prerequisite: 60 credit hours; Corequisite: BUS 346.

To: Prerequisite: 60 credit hours; Corequisite: BUS 346;
Recommended: BUS 374

Rationale: BUS 374, Organization Theory, provides a desirable, but not essential, background to Comparative Management. Because both courses are offered only about once a year, a stronger linkage than "recommended" seems inadvisable.

(c) BUS 431, BUSINESS WITH PACIFIC RIM COUNTRIES

(1) Change in course title:

To: BUSINESS WITH EAST ASIAN COUNTRIES

Rationale: The change reflects the course's concentration on China, Japan, and Korea. It also reflects the Area's intention of developing a South East Asian companion course, which will be offered initially as a Selected Topics course.

(2) Change in prerequisites:

From: Prerequisite: 60 credit hours. Corequisite: BUS 346.

To: Prerequisite: 60 credit hours. Corequisites: BUS 346 and either BUS 430 or BUS 432.

Rationale: Reflects decision to make one of Comparative Management or International Human Resource Management a corequisite to most other 400 division International Business courses.

(d) BUS 447, INTERNATIONAL MARKETING MANAGMENT

Change in prerequisites:

From: Prerequisites: BUS 343 and 60 credit hours. Corequisite: BUS 346.

To: Prerequisites: BUS 343 and 60 credit hours. Corequisites: BUS 346 and either BUS 430 or BUS 432.

[3] Change in Concentration Requirements

FROM: BUS 346 International Business

and two of

- BUS 418 International Financial Management
- BUS 427 Seminar in International Accounting
- BUS 430 Comparative Management
- BUS 447 International Marketing Management

and one of

- BUEC 384 Industrial Relations
- BUS 349 North American International Trade Issues
- BUS 431 Business with Pacific Rim Countries
- ECON 345 International Finance (recommended for students who do not take BUS 418)

or any upper division course deemed to have significant international business relevance, with prior permission of the Faculty. Such courses may be offered in another Faculty.

Note: students concentrating in international business are strongly advised to consider combining it with another business concentration.

- TO: BUS 346 International Business
- and one Cross-cultural course:
- BUS 430 Comparative Management
- BUS 432 International Human Resource Management
- and two Functional courses (one of which must be from "(A)":
- (A) BUS 434 Foreign Market Entry
- BUS 435 Management of International Firms
- (B) BUS 447 International Marketing Management
- BUS 438 Multinational Corporate Finance (or BUS 418,
International Financial Management)
- BUS 427 Seminar in International Accounting
- and one Geographic Area course:
- BUS 431 Business with East Asian Countries
- BUS 439 North American International Trade Issues
- BUS 492/3/4 Selected Topics in Business Administration
(South East Asia or other areas)

Other upper division courses deemed to have significant international business relevance may, with the prior permission of the Faculty, be substituted for any of the above courses. Such courses may be offered in another Faculty.

It is strongly recommended that one of the Cross-cultural courses be taken before taking any Functional or Geographic Area courses, or concurrently with the first of of these taken.

Note: students concentrating in international business are strongly advised to consider combining it with another business concentration.

Rationale:

Four new International Business courses have been added, reflecting increased resources allocated to the International Business area, growing student demand, and a decision to offer a number of these courses jointly with the Master of Business Administration program. It is now possible to increase the focus on exclusively IB courses and to move toward more logical grouping and sequencing of IB offerings.

(B) Changes in the HUMAN RESOURCE MANAGMENT Area

[1] A change in the prerequisites for BUS 481 and 482:

BUS 481-3 Human Resource Planning and Staffing

FROM: Prerequisites: BUS 272 (or 372) and BUEC 232 (or STAT 270); 60 credit hours; BUS 381 recommended.

TO: Prerequisites: BUS 272 (or 372), BUEC 232 (or STAT 270), and BUS 381; 60 credit hours.

BUS 482 Reward Systems and Employee Development

FROM: Prerequisites: BUS 272 (or 372); 60 credit hours; BUS 381 recommended.

TO: Prerequisites: BUS 272 (or 372) and BUS 381; 60 credit hours.

Rationale:

BUS 481 and 482 investigate subsets of the topics covered in BUS 381, Introduction to Human Resource Management, in more depth and at a greater level of intellectual and professional sophistication. Initial experience suggests that students without 381 are at a serious disadvantage in these courses.

[2] New course proposal: Business Communication

BUS 360-3 BUSINESS COMMUNICATION

Calendar Description:

This course is designed to assist students to improve their written and oral communication skills in business settings. The theory and practice of business communication will be presented. Topics include analysis of communication problems, message character, message monitoring, and message media. Exercises in individual and group messages and presentations will be conducted. Prerequisite: 60 credit hours.

This course will be added to the list of upper division Core courses. (This means that it must be taken before the 90th credit hour unless prior permission of the Faculty is obtained.) In addition it will become a corequisite for all 400 division BUS (but not BUEC) courses. These requirements apply for all single-major students, but not for joint-major students. For the latter group, these requirements are waived, and BUS 360 is merely recommended.

Rationale:

This implements the March 1, 1993 report of our Faculty's Ad Hoc Communications Committee, a report that was communicated to and discussed by our faculty members and was accepted in principle by our

Undergraduate Curriculum Committee. The Ad Hoc committee was created because of a widespread belief by faculty members and employers that many of our graduates had poor business communication skills.

Making the course a corequisite for all 400 division BUS courses supplements the "before 90th hour" rule, in compelling students who might prefer delaying the course to take it early enough to do them some good in seminar settings. The waiver for joint-major students reflects our Undergraduate Curriculum Committee's belief that it would be harmful to further overload these programs with an additional course.

The Faculty intends to hire a qualified Lecturer, whose duties will include not only teaching this course but providing a resource and liaison function with other faculty members to integrate and improve the communications component of their own courses.

Attached are a new course proposal form and a course outline.

(C) Change in Joint Majors

[1] Joint Major in Information Systems in Business Administration and Computing Science:

A change in the Business lower division requirements for the Joint Major in Information Systems in Business Administration and Computing Science:

BUS 237-3, Introduction to Computers and Information Systems in Business, is deleted.

Rationale:

The Undergraduate Curriculum Committee of the Faculty of Applied Sciences has approved, and is recommending to SCUS, the following change in the School of Computing Science lower division requirements for the joint major:

MACM 101-3, Discrete Mathematics I, and MACM 201-3, Discrete Mathematics II, are substituted for CMPT 205-3, Introduction to Formal Topics in Computing Science.

Our MIS group has no quarrel with this change. It was felt, however, that a 3 credit hour increase in total requirements for an already highly specified joint major was undesirable. The group decided that deleting 237, which has turned out to be largely redundant for joint majors, would prevent this.

[2] Joint Major in Business Administration and Latin American Studies:

A change in the requirements for the Joint Major with Latin American Studies:

FROM:

The student must successfully complete the core courses (which must include BUS 346-3) and two of the following courses

- BUS 349-3 North American International Trade Issues
- 427-3 Seminar in International Accounting
- 430-3 Comparative Management
- 431-3 Business with Pacific Rim Countries
- 447-3 International Marketing Management

With the permission of the International Business Area Co-ordinator and the Faculty, another course may be substituted for the five listed above.

TO:

The student must successfully complete the core courses (which must include BUS 346-3) and two of the following courses

- BUS 427-3 Seminar in International Accounting
- 430-3 Comparative Management
- 434-3 Foreign Market Entry
- 435-3 Management of International Firms
- 438-3 Multinational Corporate Finance
- 439-3 North American International Trade Issues
- 447-3 International Marketing Management

With the permission of the International Business Area Co-ordinator and the Faculty, another course may be substituted for the seven listed above.

Rationale:

The revision and expansion of the list of courses from which students may choose adds several of the new courses proposed for the 1995-1996 Calendar, and deletes one previous "geographic area" course that is of less presumed interest to LAS joint majors.

(D) Changes in the MINOR Program

FROM: Lower Division Requirements

- BUEC 232-3 Elementary Economic and Business Statistics 1
- BUS 207-3 Managerial Economics* (or ECON 301)

- 237-3 Introduction to Computers and Information Systems in Business
- 251-3 Financial Accounting 1
- 254-3 Managerial Accounting 1*
- 272-3 Behaviour in Organizations
- ECON 103-3 Principles of Microeconomics
- 105-3 Principles of Macroeconomics
- MATH 157-3 Calculus for the Social Sciences !

*may be completed after admission to the Faculty.

Upper Division Requirements

Students should note that, if permission is granted to take any 300 or 400 level course before the completion of 60 credit hours, then those courses will not count toward fulfilling the 19 upper division hours for the minor.

At least 19 semester hours of upper division credit are required including the following.

- BUS 312-4 Business Finance
- 343-3 Introduction to Marketing

and one of

- BUS 374-3 Organization Theory
- 381-3 Introduction to Human Resource Management
- 388-3 Teamwork in Organizations

TO: Lower Division Requirements

- BUEC 232-3 Elementary Economic and Business Statistics 1
- BUS 237-3 Introduction to Computers and Information Systems in Business
- 251-3 Financial Accounting 1
- 254-3 Managerial Accounting 1*
- 272-3 Behaviour in Organizations
- ECON 103-3 Principles of Microeconomics
- 105-3 Principles of Macroeconomics
- MATH 157-3 Calculus for the Social Sciences !

*may be completed after admission to the Faculty.

Upper Division Requirements

Students should note that, if permission is granted to take any 300 or 400 level course before the completion of 60 credit hours, then those courses will not count toward fulfilling the 16 upper division hours for the minor.

At least 16 semester hours of upper division credit are required including the following.

- BUS 312-4 Business Finance
- 343-3 Introduction to Marketing

and one of

- BUS 374-3 Organization Theory
- 381-3 Introduction to Human Resource Management

388-3 Teamwork in Organizations

Rationale:

Elimination of BUS 207 and of three unspecified upper division hours was proposed as an effort to reduce the relatively high number of hours required for the Minor program. Further reductions will be discussed by the Faculty of Business Administration during 1994-95.

TO: SENATE COMMITTEE ON UNDERGRADUATE STUDIES
FROM: FACULTY OF BUSINESS ADMINISTRATION
NEW COURSE PROPOSAL FORM

1. Calendar Information

Department: Business Administration
Abbreviation Code: BUS Course Number: 432 Credit Hours: 3 Vector: 0-3-0
Title of Course: INTERNATIONAL HUMAN RESOURCES MANAGEMENT
Calendar Description of Course:
Significance of multinational complexity and diversity (cultural, economic, demographic, etc.) to the human resource function. Interplay among human resource functions (employee procurement, allocation, utilization), types of employees, and countries of operation.
Nature of Course:
Seminar
Prerequisites (or special instructions): 60 credit hours: Corequisite BUS 346 and BUS 381.
What course(s), if any, is being dropped from the calendar if this course is approved: None

2. Scheduling

How frequently will the course be offered? Once a year
Semester in which the course will first be offered: 96-1
Which of your present faculty would be available to make the proposed offering possible?
Neil Abramson, Rosalie Tung

3. Objectives of the Course

Examines the interplay between human resource functions (employee procurement, allocation, utilization), types of employees (host country nationals, expatriates, third-country nationals), and countries of operation. The objective of this course is to help students learn to plan, implement and evaluate IHRM programs that will be effective in the Pacific Rim, Western Europe, Latin America and the United States.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty: None
Staff: None
Library: See Library Memo
Audio-Visual: None
Space: None
Equipment: None

5. Approval

Date: September 27, 1994 Sept 28/1994 NOV. 22 1994
Signatures: Robert Rogan Stanley Shapiro [Signature]
Director, Undergraduate Program Dean Chairman, SCUS

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

BUS 493/893 SYLLABUS BUS 432-3

Professor: Dr. Neil R. Abramson (AQ 5117)
Time: Tuesdays, 9:30 - 13:20
Phone: 291-5891 (office); 464-6194 (home)
Office Hours: Tuesday, 14:00 - 16:00 or by appointment.

Texts: Mendenhall & Oddou. 1991. *Readings and Cases in International Human Resource Management*. PWS-Kent.

Dowling & Schuler. 1990. *International Dimensions of Human Resource Management*. PWS-Kent. (The bookstore may have ordered the second edition of this book and we will use it if available)

Marquardt & Engel. 1993. *Global Human Resource Development*. Prentice-Hall.

A reading booklet containing additional cases and hand-outs is required for purchase at the Faculty of Business Administration General Office.

Course Goals: To identify how cultural differences affect the practice of IHRM.

To examine the following human resource management functions in the context of multinational corporations:

- selection and recruitment;
- training and development;
- succession planning;
- motivation and management style;
- motivation and organizational change; and,
- selecting and preparing expatriate managers.

To understand the linkage between international human resource strategy, organizational structure and multinational corporate strategy. These issues are discussed in the context of:

- parent and subsidiary relationships;
- organizational development;
- international joint ventures; and,
- global strategic concerns.

Evaluation: Your grade on this course will be based on marks:

Participation in Class = 20 percent. The evaluation of your participation will be based on your understanding of the case, your recommendations for action, your qualitative and quantitative analysis, and your effectiveness in communicating this information. Your participation is graded on a five point scale for each class and cumulative participation grades are bell-curved for an overall participation grade. Note that participation is not equivalent to talking in class. Quality is important.

TO: SENATE COMMITTEE ON UNDERGRADUATE STUDIES
FROM: FACULTY OF BUSINESS ADMINISTRATION

NEW COURSE PROPOSAL FORM

1. Calendar Information

Department: Business Administration

Abbreviation Code: BUS Course Number: 434 Credit Hours: 3 Vector: 0-3-0

Title of Course: FOREIGN MARKET ENTRY

Calendar Description of Course:

Product-market entry decisions. Choices among foreign market entry modes (exports, licensing, direct investment, etc.).

Cooperative alliances in international business.

Nature of Course:

Seminar

Prerequisites : 60 credit hours; Corequisite BUS 346 and either BUS 430 or BUS 432

What course(s), if any, is being dropped from the calendar if this course is approved?: None

2. Scheduling

How frequently will the course be offered? Once a year

Semester in which the course will first be offered: 96-1

Which of your present faculty would be available to make the proposed offering possible?

Hemant Merchant, Neil Abramson

3. Objectives of the Course

The course should prove professionally useful to students seeking careers with companies who presently are, or contemplate, doing business across national boundaries. FME complements other International Business offerings, and is part of the International Business curriculum in leading North American business schools.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty: None

Staff: None

Library: See Library Memo

Audio-Visual: None

Space: None

Equipment: None

5. Approval

Date: September 27, 1994

Signatures: Robert Rogan
Director, Undergraduate Program

Sept 28/1994
Stanley J. Shapiro
Dean

Nov. 22/94
[Signature]
Chairman, SCUS

**SIMON FRASER UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION**

TENTATIVE COURSE OUTLINE
BUS-434: FOREIGN MARKET ENTRY

Prerequisites: 60 credit hours; corequisites BUS 346 & either BUS 430 or BUS 432.

Textbooks:

F. Root, Entry Strategies for International Markets, Lexington Books (1994).
REQUIRED

F. Contractor and P. Lorange (Eds.), Cooperative Strategies in International Business, Lexington Books (1988). RECOMMENDED

A packet of cases and articles will be sold through the Business Administration general office.

Course Overview:

This course investigates various aspects related to a firm's economic success in entering foreign markets. Specifically, the course focuses on the real-life challenges facing firms, who venture into international markets via arrangements such as exports, licensing, joint ventures, mergers and acquisitions and so on. This course provides a framework to ascertain the viability of a firm's international aspirations, the attendant challenges, and the impact of these challenges on front-line employees. It is expected that these pursuits will increase our understanding of why -- and how -- some firms are more successful than others, in their foreign market activity. The course includes, but is not restricted to, the following topics:

The Economic Competitive Space

Foreign market entry and corporate strategies; Choosing product-markets for foreign entry; Key requirements from entering foreign markets; Dynamics of foreign market entry decisions; Choice of a specific entry mode; Equity and non-equity cooperation between firms domiciled in different nations-states (Global strategic alliances).

The Organizational Competitive Space

Localization-globalization tradeoffs and foreign market penetration; Product-market acculturation into foreign markets; Factors influencing the selection of host-country partners(s); Managing exports/licensing agreements; Managing foreign market sourcing contracts; Alliance management; Alliance stability.

The Institutional Competitive Space

Country selection for international pursuits; Political and cultural threats; Analysis of host-country local industries.

Course format:

Each class revolves around a theme related to the profitable management of foreign market operations. The weekly presentations follow a lecture/discussion format that relies on real-life case analyses of medium and small-sized firms; some of these cases will be presented in-class by student teams. Resources permitting, the class sessions will include relevant videos/films and guest speakers.

Course grades:

Tentatively, the overall course grade will be awarded on the following basis: i) in-class participation (20%), ii) quizzes (15%), iii) midterm exam (15%), iv) mini-projects (20%), v) case-study presentation (15%), and vi) term paper (15%).

**SIMON FRASER UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION**

**BUS-434: FOREIGN MARKET ENTRY
GENERAL INFORMATION ON CLASS PROJECTS AND ASSIGNMENTS**

Instructor: Hemant Merchant

Term project:

Each team must submit a term project that investigates some aspect of the foreign market entry activity of firms; an attempt must be made to demonstrate linkages to firm-profitability. It is recommended that the project be pre-approved by the instructor. A practical project is preferred over a theoretical project. Although both types are acceptable, projects of the former variety will be considered to be more enterprising. Indeed, such projects are likely to provide you with hands on experience and test your understanding of what foreign market entry is and how it is conducted, in practice. Notwithstanding these benefits, your investigation may be restricted by the particular nature of challenges facing the firm you study. Theoretical projects will involve library research. They may not be restricted to an analysis of firms, but could include any foreign market entry topic that may be of interest to Canadian firms. Clearly, you are encouraged to use your imagination in choosing a topic of current interest.

When reporting on your research topic, make sure you address all relevant perspectives. A mere restatement of facts presented elsewhere must be avoided at all costs; such exercises reflect your ability in gathering not analyzing data. A significant portion of your project's evaluation will go toward your ability to: i) combine and confront differing viewpoints and ii) generate predictions based on the available information. Projects should be no longer than 15 double-spaced typed pages (plus exhibits). Two copies must be submitted no later than 6:30 p.m. on the day of class in Week 10. Projects handed in after this deadline will be penalized 10 points per day.

Case presentation:

Each team must present an in-depth case-study of a firm's foreign market entry decision. All case presentations involve a 15 minute oral presentation. A copy of overheads must be submitted to the instructor one day before the actual class presentation; if appropriate, material may also be distributed to the class.

Each team may sign-up on a first-come, first-served basis; the sign-up sheet will be posted early in the semester. Upon sign-up, each team should confer with the instructor, as early as possible, for the specific assignment. Since no two cases are identical, the exact nature of each assignment will vary. Nonetheless, all assignments will be related to the particular case and to the discussion topic that the case is intended to reinforce.

TO: SENATE COMMITTEE ON UNDERGRADUATE STUDIES
FROM: FACULTY OF BUSINESS ADMINISTRATION
NEW COURSE PROPOSAL FORM

1. Calendar Information

Department: Business Administration
Abbreviation Code: Bus Course Number: 435 Credit Hours: 3 Vector: 0-3-0
Title of Course: Management of International Firms

Calendar Description of Course:

Strategic requirements for the management of multinational corporations. Firm-specific and institutional challenges facing global managers in formulating and implementing profitable strategies.

Nature of Course:

Seminar

Prerequisites (or special instructions): 60 credit hours; Corequisite BUS 346 and either BUS 430 or BUS 432

What course(s), if any, is being dropped from the calendar if this course is approved?: None

2. Scheduling

How frequently will the course be offered? Once a year

Semester in which the course will first be offered: 95-3

Which of your present faculty would be available to make the proposed offering possible?

Hemant Merchant, Neil Abramson

3. Objectives of the Course

To develop student understanding of the internal and external challenges facing firms operating in more than one country, and understanding of why some are more successful than others.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty: None

Staff: None

Library: See Library Memo

Audio-Visual: None

Space: None

Equipment: None

5. Approval

Date: Sept 27, 1994 Sept 27, 1994 Nov. 22, 1994

Signatures: Robert Popper Hemant Merchant Neil Abramson
Director, Undergraduate Program Dean Chairman, SCUS

**SIMON FRASER UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION**

**TENTATIVE COURSE OUTLINE
BUS-435: MANAGEMENT OF INTERNATIONAL FIRMS**

Prerequisites: 60 credit hours; corequisites BUS 346 and either BUS 430 or 432.

Textbooks:

C. Bartlett & S. Ghoshal, Transnational Management, 1992 Irwin

A packet of cases and articles will be sold through the Business Administration general office.

Course overview:

This course investigates various aspects related to the strategic management of firms that compete across two or more nation-states. Specifically, the course focuses on the real-life challenges facing international managers, and the ways in which these challenges can be addressed. Such challenges refer to interfaces between a foreign firm and a host-country government, parent-subsidiary relationships, tradeoffs that must be made to maintain/increase worldwide firm profitability and so on. By extension, the impacts of these challenges on front-line employees are also examined. These pursuits are expected to increase our understanding of why -- and how -- some firms derive superior economic performance vis-a-vis competitors. The course includes, but is not restricted to, the following topics:

The Internal Context of firms:

Motivations and mentalities of international managers; The functional challenges of international operations; Managing the tension between headquarters and international subsidiaries; Roles/dilemmas of international strategic managers; Formulating global competitive strategies; Building/managing strategic capabilities.

The External Context of firms:

Evolution/dynamics of global competition; Analysis of global industries; Government-based advantages; Managing institutional relations.

Course format:

Each class revolves around a theme related to the strategic management of international firms. The weekly presentations follow a seminar format that relies on real-life case analyses of global competitors; some of these cases will be presented in-class by student teams. Resources permitting, the class sessions will include relevant videos/films and guest speakers.

Course grades:

Tentatively, the overall course grade will be awarded on the following basis:
i) in-class participation (20%), ii) quizzes (15%), iii) midterm exam (15%), iv) mini-projects (20%), v) Case-study presentation (15%), and vi) term paper (15%).

**SIMON FRASER UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION**

**BUS 435: MANAGEMENT OF INTERNATIONAL FIRMS
GENERAL INFORMATION ON CLASS PROJECTS AND ASSIGNMENTS**

Instructor: Hemant Merchant.

Term paper:

Each team must submit a term paper that investigates some aspect of the strategic management of global competitors; an attempt must be made to demonstrate linkages to the economic performance of these firms. It is recommended that the paper be pre-approved by the instructor. A practical paper is preferred over a theoretical paper. Although both types are acceptable, papers of the former variety will be considered to be more enterprising. Indeed, such papers are likely to provide you with hands on experience and test your understanding of what international strategic management is and how it is conducted, in practice. Notwithstanding these benefits, your investigations may be restricted by the particular nature of challenges facing the firm you study. Theoretical papers will involve library research. They must be restricted to an analysis of global competitors for which adequate secondary information is available.

When reporting on your research topic, make sure you address all relevant perspectives. A mere restatement of facts presented elsewhere must be avoided at all costs; such exercises reflect your ability in gathering not analyzing data. A significant portion of your paper's evaluation will go toward your ability to: i) combine and confront differing viewpoints and ii) generate predictions based on the available information. Papers should be no longer than 15 double-spaced typed pages (plus exhibits). Two copies must be submitted no later than 6:30 p.m. on the day of class in Week 10. Papers handed in after this deadline will be penalized 10 points per day.

Case presentation:

Each team must present a case-study of a global competitor; case analysis must be integrative in that all inter-relationships affecting the key issue(s) of the case-study must be examined before making recommendations. All case presentations involve a 15 minute oral presentation. A copy of overheads must be submitted to the instructor one day before the actual presentation; if appropriate, material may also be distributed to the class.

Each team should sign-up on a first-come, first-served basis; the sign-up sheet will be posted early in the semester. Upon sign-up, each team should confer with the instructor, as early as possible, for the specific assignment. Since no two cases are identical, the exact nature of each assignment will vary. Nonetheless, all assignments will be related to the particular case and to the discussion topic that the case is intended to reinforce.

TO: SENATE COMMITTEE ON UNDERGRADUATE STUDIES

FROM: FACULTY OF BUSINESS ADMINISTRATION

NEW COURSE PROPOSAL FORM

1. Calendar Information

Department: Business Administration

Abbreviation Code: BUS Course Number: 438 Credit Hours: 3 Vector: 0-3-0

Title of Course: MULTINATIONAL CORPORATE FINANCE

Calendar Description of Course:

An introduction to the management of the multinational firm from a financial perspective. Topics to be covered include currency risk management and international capital budgeting.

Nature of Course:

Seminar

Prerequisites : 60 credit hours; Corequisite BUS 346 and either BUS 430 or BUS 432

What course(s), if any, is being dropped from the calendar if this course is approved?: None

2. Scheduling

How frequently will the course be offered? Once a year

Semester in which the course will first be offered: 96-1

Which of your present faculty would be available to make the proposed offering possible?

Geoffrey Poitras

3. Objectives of the Course

The course is designed to fill a gap in our current International Business program. Currently, IB concentrators must take both BUS 315 and ECON 345 as prerequisites to BUS 418. BUS 418 is conducted at a level incompatible with the preparation of many IB concentrators. The proposed course will approach the relevant material at a more general, less technical level, with a more institutional, case analysis orientation.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty: None

Staff: None

Library: See Library Memo

Audio-Visual: None

Space: None

Equipment: None

5. Approval

Date: September 27, 1994

Signatures: Robert Rogan
Director, Undergraduate Program

Sept 28/94
Stanley Shapiro
Dean

Nov. 22/94
[Signature]
Chairman, SCUS

SIMON FRASER UNIVERSITY
Faculty of Business Administration

Course Outline

Bus 438: Multinational Corporate Finance

COURSE DESCRIPTION:

This course examines the management of assets and liabilities in a multinational setting. The primary topics to be covered are: evaluation and management of foreign exchange risk, including the pricing and application of foreign exchange derivatives, i.e., swaps, futures and options; multinational working capital management; and, foreign investment analysis.

Course Text:

Alan Shapiro, Multinational Financial Management, 4th. ed., Allyn and Bacon, 1992.

Supplementary Text:

Kester and Luehrman, Case Problems in International Finance, McGraw Hill, 1993.

Evaluation: Evaluation will be based on compulsory midterm (25%) and final (25%) exams, a term paper on an assigned topic (35%) and participation in the futures and options game (15%). The exams will be based on assignments which will be handed out during the term. No formal credit will be given for doing the assignments.

Topical Outline:

1. Institutional Background
2. Foreign Exchange Risk Management
3. Multinational Working Capital Management
4. Foreign Investment Analysis
5. Financing Foreign Operations

TO: SENATE COMMITTEE ON UNDERGRADUATE STUDIES

FROM: FACULTY OF BUSINESS ADMINISTRATION

NEW COURSE PROPOSAL FORM

1. Calendar Information

Department: Business Administration
Abbreviation Code: BUS Course Number: 360 Credit Hours: 3 Vector: 3
Title of Course: Business Communication

Calendar Description of Course:

This course is designed to assist students to improve their written and oral communication skills in business settings. The theory and practice of business communication will be presented. Topics include analysis of communication problems, message character, message monitoring, message media. Exercises in individual and group messages and presentations will be conducted. Prerequisite: 60 credit hours.

Nature of Course: Lecture

Prerequisites (or special instructions): 60 credit hours

What course(s), if any, is being dropped from the calendar if this course is approved: None

2. Scheduling

How frequently will the course be offered? Eight or nine times a year

Semester in which the course will first be offered: 95-3

Which of your present faculty would be available to make the proposed offering possible?

None. Specialist instructor to be hired.

3. Objectives of the Course

To develop student skills in written and oral business communication.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty: None
Staff: None
Library: None
Audio-Visual: None
Space: None
Equipment: None

5. Approval

Date: September 27, 1994 Sept 28, 1994 Nov. 22, 1994
Signatures: Robert Rogers Stanley J. Shapiro [Signature]
Director, Undergraduate Program Dean Chairman, SCUS

BUS 360-3 BUSINESS COMMUNICATION
COURSE OUTLINE

COURSE PURPOSE

Successful managers need sound oral and written communications skills. This course is designed to help develop your skill and confidence as a communicator both in the program and in your career. You will learn communications theory, learn to write more effective letters and reports, and learn to deliver oral presentations.

COURSE OBJECTIVES

The course is based on a five stage analytical framework. Applying this framework will improve general communications skills both written and oral.

1. Diagnosing/Observing

- ❖ Recognizing and defining communications problems within a firm and between a firm and its environment.
- ❖ Identifying and describing communication problems in terms of symptoms, causes and effects.
- ❖ Recommending specific solution objectives for the identified problems.

2. Analyzing the Receiver

- ❖ Identifying the primary receiver(s) and likely secondary receiver(s) of communications.
- ❖ Describing possible/probable effects of communications on primary and secondary receiver(s), recognizing and explaining receiver(s) needs and constraints in terms of position, authority, knowledge possessed and/or time available or action desired.

3. Determining the Message

- ❖ Recognizing and demonstrating, in written and oral modes, appropriate style, logical structure and persuasiveness.

4. Determining the Medium, Sender and Timing

- ❖ Recommending and supporting with justification the desired sender of a communication in terms of position or department.
- ❖ Selecting and justifying channels(s) of communication.

5. Creating Feedback Mechanisms

- ❖ Determining monitoring techniques related to problem solution.
- ❖ Describing benefits and risks of monitoring techniques.

COURSE ORGANIZATION

This course is divided into three functional sections:

| | |
|---------------------------------|-----------|
| Introduction and writing skills | 7 classes |
| Oral presentation skills | 2 classes |
| Oral presentation practicum | 4 classes |

CLASS OUTLINE

1. Introduction to written and oral communications theory

Example: *Northern Systems Services* (4 pp.): The VP of a computer consulting firm is concerned about communicating with an irate customer.

2. Business Writing (clarity & simplicity)

Lecturettes and writing exercises with in-class debriefing of samples of students' writing using overheads.

3. Business Writing (precision & impact)

Lecturettes and writing exercises with in-class debriefing of samples of students' writing using overheads and small group discussion.

4. Internal Writing Formats (notes, memos & letters)

Example: *Cherie Cosmetics*: A divisional general manager must rectify a communications breakdown between marketing and operations.

5. External Writing Formats (letters, letter reports & reports)

Example: *Hamilton Chamber of Commerce*: The Executive Director must write to members about an assessment to fund the controversial relocation of the Chamber's administrative facilities.

6. External Writing Formats (management reports)

Example: *Noranda*: Senior executives reflect on the causes of an aborted joint venture to build a pulp mill in New Zealand.

7. Job Applications (resumes, letters & applications)

Example: *Keith W. Teale*: An MBA graduate is having difficulties finding a job and has decided he needs a fresh communications approach.

8. Techniques of Effective Presentations

Guests from Toastmasters International will conduct workshops on impromptu speaking.

9. Persuading an Audience

Example: *Wellington Insurance*: The Vice President Corporate and Public Affairs must decide how she should respond to government legislation on automobile insurance, legislation not beneficial to the insurance industry.

10. Business Presentation Practicum

Groups of students will prepare and deliver presentations on pre-determined topics. Each presentation will be discussed in class and also videotaped. The video will be reviewed by the presenting group and either the instructor or a teaching assistant.

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Groups of students will prepare and deliver presentations on pre-determined topics. Each presentation will be discussed in class and also videotaped. The video will be reviewed by the presenting group and either the instructor or a teaching assistant.

12. Business Presentation Practicum

Groups of students will prepare and deliver presentations on pre-determined topics. Each presentation will be discussed in class and also videotaped. The video will be reviewed by the presenting group and either the instructor or a teaching assistant.

13. Business Presentation Practicum

Groups of students will prepare and deliver presentations on pre-determined topics. Each presentation will be discussed in class and also videotaped. The video will be reviewed by the presenting group and either the instructor or a teaching assistant.

TEXTS AND MATERIALS

Northey, Margot. 1990. Impact: A Guide to Business Communications. Scarborough, Ont: Prentice-Hall. This is a practical handbook.

Slaughter, Katherine (& Long & Bell). 1990. Business Communication: Process and Practice. Toronto, Ont: First Canadian. This includes theory and practice.

The case examples described above are available from Case and Publications; School of Business Administration; University of Western Ontario; London, Ontario.