



MOS4404A 570
International Enterprise
Fall 2026

Instructor: Sergii Nevmerzhytski, PhD
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Course Information

Mode of Instruction: In-Person

Calendar Description:

An investigation into the challenges and practices of global enterprise, including alternative market entry strategies, long-term strategies for growth in foreign markets, foreign direct investment, the role of trade organizations and international trade policies and standards, and the participation of the Canadian government.

Pre-requisite(s): Enrolment in 4th year of BMOS or permission of the instructor.

Extra Information: 3 lecture hours.

Course Weight: 0.50

Breadth: Category A

Subject Code: MOS

Notice: Unless you have either the requisites for this course (fulfilment of pre-requisites, no anti-requisite conflicts), or special permission from your Dean to enrol in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.



SCHOOL OF MANAGEMENT, ECONOMICS AND MATHEMATICS

MOS 4404A INTERNATIONAL ENTERPRISE Section 570

COURSE OUTLINE

Professor: Sergii Nevmerzhytskyi
Office hours: Right after each class, or upon prior request
Email: snevmerz@uwo.ca
Mode of instruction: In-person

NOTE: Please email only from your Western email account and not from outside email addresses or your mail may be put into junk mail.

OFFICE HOURS

I will be available within 1 hour right after each class. Students can also arrange a meeting with me (zoom or in-person) upon prior request.

COURSE MATERIALS

To guide us in our study, we will use the **following REQUIRED text**, available in print or electronically (at UWO Bookstore or on Amazon Kindle):

Bartlett, C.A., Beamish, P.W., Delios, A., “Transnational Management. Concepts and Cases in Cross-Border Management” 9th Edition. Cambridge University Press. November 2024. ISBN1009488589

UWO Bookstore Link: https://bookstore.uwo.ca/textbook-search?campus=KC&term=W2026A&courses%5B0%5D=570_KC/MOS4404A

Amazon.ca (short) link: <https://tinyurl.com/5anf4cj6>

NOTE: Please do not use older versions of the textbook as they do not include the cases which we will use for our classes.

As we progress through the course, other supplemental readings may be provided if deemed appropriate. Updates will be posted on OWL.

COURSE DESCRIPTION

This course invites student to investigate the challenges and practices of global enterprise, including motivation to enter international markets, modes and entry strategies, long-term

strategies for growth in foreign markets, cultural and regulatory challenges in cross-border management, role and requirements of the international manager, increasing global role of international enterprises and related issues.

Management and Organizational Studies (MOS) 4404A is a fourth-year course in the Bachelor of Management and Organizational Studies Honors Specialization, Honors Double Major and Specialization programs at King's University College. In this senior course, you will combine the skills you have learned in earlier functional courses to analyze intensive and comprehensive issues in global business.

This course will teach you the skills and theory related to the main aspects of managing a multinational enterprise. Multinational enterprises (MNEs) are the driver of *the* pervasive force in our world today: globalization. In this course you will learn how to manage the complexities of international business and multinational operations at a strategic and practical level. As recently as twenty years ago, the study of international business was thought of as a novel idea but was not required in a business degree. That notion is dead. International business is how the world works. Multinationals are everywhere. If you intend to work in any business and do not understand the goals, difficulties and ways to succeed in international business your business will fail.

One can look at the study of international business as the end of a continuum, which follows classic internationalization theory. Businesses generally start small and rely on their local environment for sales and inputs. As they saturate their local market, they seek domestic customers that are outside of their locality yet still in the same country. As they grow even more, the next step is generally to export or import goods or raw materials to another country. Eventually, if the company is successful, the firm will grow until it has operations around the globe. Understanding and developing the optimal management organizational structure, sales system, raw materials acquisition and processing processes and logistics, human resource practices, and government relations issues and management for a company operating in multiple society jurisdictions is far more complex than the understanding needed to run a small, one-location, domestic enterprise. Thus, just as the growth of a company culminates with it becoming a multinational, your business education growth culminates with this course on how to manage them.

LEARNING OUTCOMES

- Understanding of international business environment and how multinational firms navigate it.
- Knowledge of international business practices and key entry modes which allow MNE's to establish international business portfolio.
- Understanding MNE's strategies and approaches to organizing MNE in the contest of global growth and pressures from competing global forces.
- Learn about nuances of leadership behavior, teamwork skills and cultural differences when doing business internationally.

- Learn about the importance of collaboration in international business environment, how and why competing firms collaborate, and what are the usual steps in setting up a successful cross-border collaboration.
- Students should understand the ethical implications of business decisions in an international context and learn to manage ethically in a diverse, global environment.
- Application of the theory - students should be able to apply theoretical concepts of international management to real-world situations, case studies, and simulations.

TEACHING METHODOLOGY AND EXPECTATIONS

The course will combine lectures, cases and other readings. In-class activities will involve active use of cases and students must be prepared before the class to discuss the relevant business case. Group project presentations will be held in-class at the end of the course. Throughout the course you are expected to interact regularly with other students, and with me.

TECHNICAL REQUIREMENTS

To be able to submit the assignments the students should have access to stable internet connection and a computer, laptop or tablet with office applications such as Microsoft Office or similar.

EVALUATION

Student evaluation will consist of:

- 1. Class contributions (30%)**
- 2. Two Individual Case Write-ups (2 @ 20% each = 40%)**
- 3. Group Consulting Project (30%, includes progress report 5%, and presentation 25%)**

There will be NO final exam in the course. Instead, the course will conclude with presentations of comprehensive students' group projects.

NOTE: Students must earn a passing mark on their individual work (the combination of the Case Write-ups and class contribution) to pass the course. If you receive a failing mark on your individual work (the Case Write-ups and class contribution) and a passing grade on the group presentation, you will not pass the course.

1. Class Contributions (Ongoing throughout the year = 30%)

As a senior course with a high component of participation, proper engagement is crucial. You will have relatively few opportunities to show me a high level of participation, but I still expect it. This means students **MUST** complete all assigned readings and cases and come prepared to contribute to the case discussion. Attendance is not sufficient to earn contribution marks – contribution is required. Simply showing up and saying nothing could result in a mark of zero for contribution.

2. Case Write-ups (2 @ 20% = 40%)

Each student will submit via OWL two, **four-page maximum, single-sided, double-spaced, 12-point font, one-inch bordered** case write-ups. Every student will analyze the same case and they will be assigned by me. The cases will relate to issues discussed in classes prior to when the cases are due. However, as the year progresses, and the learning accumulates, the scope of the cases will

increase in comprehensiveness wherein, their degree of difficulty will increase. Students will be evaluated on how well they apply the lessons, identify the issues and develop strategies to deal with the issues in the case. Remember, these are international business cases and the course is a course on international business. You must therefore use the tools from class to uncover and solve the international business issues. I will also evaluate students based on the quality of their work. Grammar and spelling are critical to effective management of people and communication of ideas. As fourth year university students, I will evaluate your written work based on high standards for spelling and grammar as well as content.

The timing of the Case Write-ups will be as follows:

Case 1 TBA	October 17
Case 2 TBA	November 22

Late submission penalty: Individual assignments are due on the stated due dates. The course is structured in a way that gives the students sufficient time to work on their individual case analyses. Hence, late submissions will be penalized at a rate of 10% per day for each day past the due date. However, if a student is unable to submit an assignment on time due to an extenuating circumstance, they may be eligible for an extension without penalty if they self-report their absence through the official academic self-reporting system or they are granted academic consideration through King's University College's Academic Accommodation process.

Please note that even if a Paper is submitted in 10 or more days late (resulting in a grade of zero due to penalties), the Paper must be completed to pass the course.

3. Group Consulting Project

This course is focused on the practice and management of international business. As such, there is no final exam. Exams lend themselves to memorization of theories or facts as opposed to testing whether the lessons taught in class can be applied in various situations. The best “test” as to whether you understand how international business and management should be done is to determine whether you can do it. Your final “exam” therefore will be for you to provide advice to a real company how best to internationalize.

The assignment

Your group (in consultation with me) will choose a multinational enterprise that you feel is not being run to its potential and act as consultants to prepare a presentation to its board (the class and me) outlining your advice on how it should be improved. You will be expected to focus on issues and topics we discussed in class. For instance, a firm may not be managing its joint ventures in a way that is maximizing its profits. What recommendations would you make to improve the joint venture's performance? It will be vital, therefore, that you select a firm that has issues that are rich enough to use and that are related to the subject matter of the course. If you focus on too many aspects of the course and firm, by providing analysis and recommendations that are more broad than deep, your presentation mark will suffer. Depth of analysis is always better than breadth.

As you prepare your presentations, keep the following in mind. Remember that your role as a consultant is to identify the international business issues and then solve them using the international business tools. Be sure to focus on issues related to internationalization. Do not become distracted by other issues you may find in the business.

Do not confuse international business issues with “strategic” issues. The two are different. For example, deciding to sell in another country is a **strategic** issue and therefore not one to discuss in your presentation. Deciding whether to make what you sell in the country or export it and then if you are going to form an JV or build the factory yourself and whether you should sell the same thing that you do in your home country or customize it for the local environment are **international business decisions**. Failing to focus on international business decisions will cause your mark to suffer.

Students may not select a company that has been used in the past. Consult with me early in the process regarding the company you have chosen to ensure that I will not veto your choice. Choosing an acceptable company and staying focused on international issues will be critical to your success in this assignment. Therefore, I expect and encourage you to engage in a consultation with me as you work on this assignment.

Groups of three to five students (depending upon the class size) will be assigned in Session 2. I will be selecting the groups and the selection process may or may not be random. You will be expected to have complete contact information with all members of your group, and to have established some understanding of how the group can collectively work on the project. You are responsible for finding out who is in your group and contacting them. DO NOT wait for them to contact you. If you do not discuss the situation with me, not being in contact is not grounds to appeal your mark if it is lower than you anticipated.

Presentation (25% of the grade)

Depending upon the size of the class, groups will make a 15 to 20-minute presentation. The format of the presentation will be discussed and determined during the first sessions of the course. All members must speak during the presentation. Other students during the presentation sessions will be able to ask questions, comment on the presentations and earn participation points.

An electronic copy (via OWL) of your presentation slides must be submitted to me **no later than 24 hours before the start of the session when you will do your presentation**. The presentation order will be determined by me.

Progress report (5% of the grade)

Groups will hand in a progress report by **October 25th**. This update will be worth 5% of your final mark. This progress report will be one to two pages in length and list the sources you are using for your research, who is doing what, how often you are meeting, and an outline of the international issues you have identified and the advice you will be providing in your final report. The progress report must be submitted to me in electronic format via OWL and hard copy at the beginning of class.

Evaluation of your presentation will be based primarily on the quality of research and content (quality of analysis, application of theory, conclusions and arguments). I will also evaluate the style and quality of your presentation. This is a senior course. Therefore, a high degree of professionalism and presentation skills are expected and will be evaluated as such.

Peer feedback on shirking

I expect that every group member will contribute equally to the completion of the Group Consulting Report. However, in the unlikely and unfortunate case in which one or more members of the group do not contribute equally, those members will receive a reduced mark. Since I am not able to monitor the participation of each group member, it is up to the rest of the group to document the activities of the members they feel have shirked their responsibility.

If the majority of the group believe that one or more members have not contributed to the completion of the report and that it is not fair for those members to receive the same mark as them, they can write me a letter to that effect. The letter must include the majority of the group in CC and emailed to me before the progress report due date, to give the offending party or parties a chance to redeem themselves. If the offending person keeps ignoring the need to cooperate with the group, the affected group can further communicate to me about such issue via email with other group members in CC. The mark of persons who shirk their responsibility will depend upon the extent of the perceived shirking by the majority. Members who do not contribute risk receiving a zero on this assignment, if the majority of their group communicates about the offence. I must stress that this must be initiated by the group as I do not know who did what and how much, so unless I hear differently, everyone will receive the same mark.

LECTURE AND EXAMINATION SCHEDULE

See appendix at the end of this document.

STATEMENT ON USE OF ELECTRONIC DEVICES

Unless you have some sort of emergency situation, you will have no need to use any sort of electronic communication device (i.e. cell phone or laptop) in class. Using communication devices in class is rude and distracting and develops poor listening habits that can hurt you and your colleagues in the class and in the business world. If I see you using communication devices in class I may call you out and ask for explanation. If I feel you have been engaged in this activity too many times you may be asked to leave the class.

SPECIFIC COURSE POLICIES

Requirement to complete all evaluation components

Students are expected to **complete all required evaluation components in order to receive a passing grade in this course**. Students must earn a passing mark on their individual work to pass the course. If you receive a failing mark on the individual work and a passing grade on the group report, you will not pass the course and be assigned a grade based only on your individual work.

Statement on use of electronic devices

Unless you have some sort of emergency situation, you will have no need to use any sort of

electronic communication device (i.e. cell phone or laptop) in class. Using communication devices in class is rude and distracting and develops poor listening habits that can hurt you and your colleagues in the class and in the business world. If I see you using communication devices in class I may call you out and ask for explanation. If I feel you have been engaged in this activity too many times you may be asked to leave the class.

APPENDIX - MOS4404A - INTERNATIONAL ENTERPRISE

Class Schedule

Class	Date	Lectures	Case Studies and Presentations	Reading
1	Sept 09	Course Introduction Understanding international context		Chapter 2
2	Sept 16	Expanding abroad	Garrard Japan	Chapter 1
3	Sept 23	Transnational strategies	Cameron Auto Parts	Chapter 3
4	Sept 30	Transnational organization	Tim Horton's in China	Chapter 4
5	Oct 07	Cross border collaboration	Kent Chemical	Chapter 5
6	Oct 14	READING WEEK	Case analysis 1 (Oct 17)	
7	Oct 21	Worldwide innovation and learning	Nora – Sakari Progress report (Oct 25)	Chapter 6
8	Oct 28	New management capabilities	Broad's Holon Building	Chapter 7
9	Nov 04	Defining and evolving global role - MNEs and global issues	Larson Inc. in Nigeria	Chapter 8
10	Nov 11	Global sourcing and finance	IKEA's Global Sourcing	
11	Nov 18	End Notes	Carlsberg Breweries A/S: Facing Political Risk in Russia Case analysis 2 (Nov 22)	
12	Nov 25	NO FORMAL CLASS		
13	Nov 02		Group Presentations	
14	Dec 09		Group Presentations	

* for in-class activities please always bring your nametags and make them available in front of you all the time during the class.

KING'S UNIVERSITY COLLEGE

GENERAL COURSE POLICIES

2026-2027

1. Academic Accommodations, Consideration for Absences

Academic Accommodation (Accessibility)

Accessibility Services works to ensure that academic programs are accessible to all students, and supports students who may have a condition related to, but not limited to, vision, hearing, mobility, different ways of learning, mental health, chronic illnesses, chronic pain, autism spectrum disorder, ADD/ADHD, and temporary conditions (beyond short-term academic consideration). Accessibility Services provides recommendations for accommodation based on medical documentation or psychological and cognitive assessment. The accommodation policy can be found [here](#) Academic Accommodation for Students with Disabilities. Information on Accessibility Services at King's can be found [here](#).

Academic Consideration for Student Absence

If a student is unable to meet a course requirement due to substantial but temporary extenuating circumstances (medical or compassionate), they should follow the procedures below.

In some cases, where instructors have built flexibility into their assessments, this flexibility will already address consideration needs.

Requests for academic consideration should be directed to the Academic Advising Office of your faculty/college of registration. Requests must be made as soon as possible and no later than 48 hours after the missed assessment.

As a rule, documentation is required for academic consideration. For academic consideration requests on medical grounds, the Student Medical Certificate is available at <https://registrar.uwo.ca/academics/pdfs/student-medical-certificate.pdf>

Students are permitted one academic consideration request without supporting documentation per term per course.

Instructors may designate one assessment per half-course weight as requiring formal supporting documentation. Please refer to the course outline for each course.

For further information, please see:

https://uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf

Absences from Final Examinations

If you miss the Final Exam, contact the Academic Advising Office of your faculty/college of registration as soon as you are able to do so. They will assess your eligibility to write the Special Examination (the name given by the University to a makeup Final Exam).

You may also be eligible to write the Special Exam if you are in a “Multiple Exam Situation” (e.g., more than 2 exams in 23-hour period, or more than 3 exams in a 47-hour period).

If a student fails to write a scheduled Special Examination, the date of the next Special Examination (if granted) normally will be the scheduled date for the final exam the next time this course is offered. The maximum course load for that term will be reduced by the credit of the course(s) for which the final examination has been deferred. See the Academic Calendar for details (under Special Examinations).

Religious Accommodation

Students should consult the University's list of recognized religious holidays, and should give notice in writing to the instructor and Academic Advising Office if a course requirement will be affected by a religious holiday/observance. Notice must be given as early as possible, and no later than two weeks prior to an examination, and one week prior to a midterm test date. It is the responsibility of such students to inform themselves concerning the work done in classes from which they are absent and to take appropriate action.

2. Support Services

Accessibility, Counselling and Student Development at King's University College:

<https://kings.uwo.ca/community/library/services/accessibility/>

Students experiencing emotional or mental health distress can access services at King's University College: <https://kings.uwo.ca/campus-life/student-supports/>

Good2talk is a good online and phone 24/7 resource for students and is available in English, Mandarin, and French: <https://good2talk.ca>, 1-866-925-5454

MentalHealth@Western provides a complete list of options about how to obtain help:

<https://www.uwo.ca/health/mental-health/index.html>

Academic Support Services at King's University College:

<https://www.kings.uwo.ca/current-students/academic-resources/>

GBSV Support:

King's (Western) is committed to reducing incidents of gender-based sexual violence (GBSV) and providing compassionate support to anyone who is going through or has gone through these traumatic events. If you are experiencing or have experienced GBSV (either recently or in the past), you will find information about support services for survivors, including emergency contacts at the following website:

Mental Health and Wellness at King's - King's University College

You can reach someone supports at Kings by emailing Care@kings.uwo.ca or calling 519-930-4640 to reach a social worker who can offer help.

You can also reach Western's Gender-Based Violence & Survivor Support Case Manager by email or by calling 519-661-3568.

You can reach someone supports at Kings by emailing Care@kings.uwo.ca or calling 519-930-4640 to reach a social worker who can offer help.

3. Statement on Use of Electronic Devices

Use of Electronic Devices: Unless explicitly stated otherwise, you are not allowed to have a cell phone, or any other electronic device, with you during tests or examinations. Unauthorized possession of such a device during a test or examination constitutes an academic offence.

Use of Laptops, Tablets, and Smartphones in the Classroom: King's University College at Western University acknowledges the integration of new technologies and learning methods into the curriculum. The use of electronic devices such as laptop computers, tablets, or smartphones can contribute to student engagement and effective learning. At the same time, King's recognizes that instructors and students share jointly the responsibility to establish and maintain a respectful classroom environment conducive to learning.

The use of electronic devices by students during lectures, seminars, labs, etc., shall be for matters related to the course at hand only. Students found to be using electronic devices for purposes not directly related to the class may be subject to sanctions under the Student Code of Conduct; see https://kings.uwo.ca/sites/2025/assets/files/about/governance/policies/board/Board%20Policy%203_1%20Code%20of%20Student%20Responsibilities%20and%20Conduct.pdf

Inappropriate use of electronics (e.g., laptops, tablets, smartphones) during lectures, seminars, labs, etc., creates a significant disruption. As a consequence, instructors may choose to limit the use of electronic devices in these settings. In addition, in order to provide a safe classroom environment, students attending in-person class sessions are strongly advised to operate laptops with batteries rather than power cords.

4. Statement on Academic Offences

King's is committed to academic integrity. Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, is posted at https://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_offences.pdf

It is expected that students will submit work that is truly their own, completed without external assistance (human or artificial) except as explicitly permitted by the course instructor. Check with your instructor on what tools, including generative AI (ChatGPT, translation tools, grammar-checking tools) are permitted in the course. Because a tool is permitted in one course, that does not mean it is permitted in other courses.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system; see <https://elearningtoolkit.uwo.ca/tools/Originality Reports - TurnItIn.html>.

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

5. Copyright of Course Material

Lectures and course materials, including PowerPoint presentations, tests, outlines, and similar materials are protected by copyright. Faculty members are the exclusive owner of copyright in those materials they create. Students may take notes and make copies for their own use. Students may not allow others to reproduce or distribute lecture notes and course materials publicly (whether or not a fee is charged) without the express written consent of a faculty member. Unauthorized sharing of class content is subject to academic discipline.

Similarly, students own copyright in their own original papers and exam essays. If a faculty member wishes to post a student's answers or papers on the course website, they should ask for the student's written permission.

6. Use of Recordings

Participants in this course are not permitted to record the sessions, except where recording is an approved accommodation and/or the participant has the prior written permission of the instructor. Unauthorized recording and/or sharing of class content is subject to academic discipline.

7. Policy on Attendance

Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course, will be reported to the Dean of the Faculty offering the course, after due warning has been given. On the recommendation of the department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course.