

Course Syllabus

Course Information

<i>Course Prefix, Number, Section</i>	<i>IMS 4373.501.26S</i>
<i>Course Title</i>	<i>Global Strategy</i>
<i>Term</i>	<i>Spring 2025</i>
<i>Days & Times</i>	<i>Monday (7.00pm – 9.45pm)</i>
<i>Classroom</i>	<i>JO 4.102</i>

Professor Contact Information

<i>Professor</i>	<i>Adriaan van Eeden</i>
<i>Email Address</i>	<i>adriaan.vaneeden@utdallas.edu</i>
<i>Office Hours</i>	<i>After class or by appointment</i> <i>Individual In-person or Virtual Meetings – by appointment.</i>

Course Description

This course will cover the challenges that multinational firms face, including managing across national borders, managing international strategic alliances, managing headquarters-subsiary relationships, and developing global capabilities. In this course students will study theory and then apply to analyze cases of multinational companies, present their recommendations and defend their findings.

Student Learning Objectives/Outcomes

Upon completion of this course, you will be able to:

1. Describe various phases of the strategic management process
2. Analyze external and internal environments of a company
3. Explain various levels of strategy formulation
4. Understand various strategy implementation methods
5. Apply strategic management theory to business case studies
6. Recognize various strategies used by global companies

Required Textbooks and Materials

Dess, G.G., McNamara, G., Eisner, A., & Lee, S. (11th edition) - *Strategic Management (Text & Cases)*, McGraw-Hill/Irwin. 2023

The instructor may provide class materials that will be made available to all students registered for this class as they are intended to supplement the classroom experience. These materials may be downloaded during the course. However, these materials are for registered students' use only. Classroom materials may not be reproduced or shared with those not in class or uploaded to other online environments except to implement an approved Office of Student Access Ability accommodation. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

Additional readings will be assigned throughout the semester. Students have access to various Library Databases that include electronic access to international business newspapers and magazines. See **Resources** folder on eLearning.

Additional resources:

- Peng, M.W.; *Global Strategy*, Cengage Learning, Inc., 2022
- Ghemawat, P.; *The New Global Road Map, Enduing Strategies for Turbulent Times*, Harvard Business Review Press, 2018
- Helmer, H. W.; *7 Powers, The Foundations of Business Strategy*, Deep Strategy LLC, 2016

Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements on the Getting Started with eLearning webpage <https://ets.utdallas.edu/elearning-services/students/>.

Course Access and Navigation

The course can be accessed using the UT Dallas NetID account at: <https://elearning.utdallas.edu>. Please see the course access and navigation section of the site <https://ets.utdallas.edu/elearning/students/current/getting-started> for more information. To become familiar with the eLearning tool, please see the Student eLearning Tutorials <https://ets.utdallas.edu/elearning/students/current/tutorials>. UT Dallas provides eLearning technical support 24 hours a day / 7 days a week. The eLearning Support Center <https://ets.utdallas.edu/elearning/helpdesk> services include a toll-free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service.

Turnitin

Turnitin is the world's most widely recognized and trusted resource for helping prevent Internet plagiarism. It will be used by students to submit their essays and other assignments on e-learning. Please make sure you are able to access Turnitin with appropriate browser supported by the program. For additional information, please check the following link: <https://ets.utdallas.edu/elearning-services/instructors/remote-teaching-resources/turnitin/>

The Use of Generative AI Tools

Generative AI tools are only allowed to support students with their understanding of concepts by serving as a Q&A tool, providing examples to enhance understanding, and to support with idea generation. Students should present their work without the use of generative AI, meaning that AI tools are not allowed to be used for analysis, synthesis, summarizing, outlining, decision-making, recommendation creation, writing papers for submission, or the creation of text, tables, code, video, or images.

Communication

In addition to in-class communication, this course also utilizes online tools for interaction and communication. For more details, please visit the eLearning Tutorials webpage <https://ets.utdallas.edu/elearning/students/current/tutorials> for video demonstrations on eLearning tools.

Course Format

Class Engagement and Participation

Active participation and preparation for class is essential. Students engage in learning through in-class discussion, group projects, homework, and readings. Additional tasks such as summary of films or articles may be assigned throughout the semester. Discussion will be based on issues related to textbook reading assignments, lectures, and current articles from leading international periodicals: The Wall Street Journal, The Economist, Management of International Business Studies, International Management Journal and other academic journals.

Class Participation

Regular class attendance and participation is expected.

Students who fail to participate in class regularly are inviting scholastic difficulty. A portion of the grade for this course is directly tied to your participation in this class. It also includes engaging in group or other activities during class that solicit your feedback on homework assignments, readings, or materials covered in the lectures. Class participation is documented by faculty. Successful participation is defined as consistently adhering to University requirements, as presented in this syllabus. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

(You can miss one class without impacting your attendance grade.)

Group Project

Groups

Students will be assigned to groups based on alphabetical order. Each group will select a leader who will ensure the team meets regularly throughout the semester, communicates well and prepares a quality written case study report on time and is ready to present during assigned date/time. It is critical that team members have each other's contact information and know each other's preferred time to meet in person or virtually. Active participation from all members during the project is required. In case of team conflict, the *Team Leader* should meet with the group and discuss the root cause of the conflict and possible ways to resolve it. If a team is unable to resolve the conflict, the *Team Leader* should meet with the instructor and discuss the situation. Groups are encouraged to schedule meetings with the instructor (in class or virtual) to discuss questions regarding their work.

Groups may select to analyze a company in one of the following industries: Fashion/Luxury, Auto, Sharing / Platform, Consumer Electronics, and E-commerce. A list of companies will be provided in the first class.

Only two groups per industry and one group per company, selection will be on a first come first assigned basis.

Your group case analysis should be very detailed. You may use the PACADI Approach (<https://hbsp.harvard.edu/inspiring-minds/a-framework-for-using-cases-to-help-students-become-better-decision-makers>) or any other case analysis method. Consult chapters in the text as well as external sources, library databases and quality data to support your quantitative and qualitative analysis.

1. Group - Written Case Analysis Report

A 15 to 20-page report (soft copy) will be submitted (via eLearning/Turnitin) **on the day indicated in the syllabus**. The written report should be typed, 11-point Arial font, 1.5 space and follow the University's writing standards. Graphs, tables, and other methods should be used to illustrate the problem and support your findings. Sources / bibliography should be provided at the end of the report. Proper citation is required. It is preferred that sources of your research come from *industry* (industry reports, legitimate websites, etc.) and *academic* (recent research papers documented in prime business, economic and international journals). Please consult the University's writing guidelines as needed. <https://libguides.utdallas.edu/citation-resources-guide>
<https://www.utdallas.edu/studentssuccess/writing-and-speaking/writing-center/>

It is important to make decisions on what information is relevant and contribute to the case solution. Submissions should only include relevant information. Therefore, submissions exceeding 25 pages, excluding the cover page, graphs, charts and references will incur a 5% reduction in grade per page exceeding 25-page limit.

2. Group – Case Presentation (PPT Format)

Plan your time for a 15–20-minute presentation. All group members are required to present, and each team member should be allotted equal presentation time. Team performance will be graded based on methods of analysis, quality of presentation, and effectiveness as a team (See Rubric and sample presentation in eLearning). Creative presentation style is encouraged; however, contents and messages should reflect the key points (findings) from the report. Each presentation will be followed up by a short Q&A session. Make sure that you follow professional presentation standards when delivering the presentation in class. (Dress code: Business casual.) Please consult with the instructor if you have any questions regarding the delivery of your presentation.

The second group whose case study is in the same industry will lead a question and feedback session following the presentation. The feedback provided on their fellow students' presentation will count towards 2% of the class grade. (Detailed instructions on this process and expectations will be provided in class.)

3. Group – Homework Assignments

The purpose of the group homework is two-fold:

1. Provide structure to help you start your group project and do some of the analysis work while the theory is fresh in your mind, thus shortly after we covered these topics in class.
2. Provide you with early feedback, which you can incorporate into your group project.

Submit 1 to 2 pages, typed 11-point Arial font, 1.5 space, to eLearning/Turnitin on the day indicated in the syllabus.

The following will be the group homework assignments. Apply each assignment to the group's selected case:

1. Analyze the external environment using Porter's 5 forces model.
2. Analyze the internal environment of the firm using a value-chain analysis or resources-based approach. Select the appropriate methodology and motivate your choice.

3. Evaluate the performance of the firm by using financial ratio analysis or a balanced scorecard analysis. Select the appropriate methodology and motivate your choice.
4. Analyze and describe the existing business-level strategy of the firm by using Porter's three generic strategies or the industry life cycle stages as a reference. Select the appropriate methodology and motivate your choice.
5. Describe the international strategy of the company you are investigating.
6. Submit presentation outline with bullets of topics that you plan to cover. (This is effectively a detailed content page.)

Suggested group process for homework: Brainstorm, ask one team member to take notes and draft the paper, post paper for review and comments by all group members, finalize as group and have preparer submit the paper in eLearning. Rotate the team member who takes notes and drafts the paper to distribute the workload evenly among team members.

Time for group work will be allocated at the end of each class.

Submit a 1-to-2-page answer in eLearning (assignments) by the indicated deadline. (Typed, 11 Arial font, 1.5 space and follow the University's writing standards)

Title your paper as follows:

Case #: Case Name

H/W #: Title

Attended:

Absent: (Absent team members will not get the grade for the group homework.)

Absent, but participated: (Team members will get a partial grade for the group homework.)

For example:

Case 1: Robin Hood

Group H/W 1: Analysis of the External Environment using Porter's 5 forces model

Attended: Name A, Name B, etc.; Absent: Name Z; Absent, but participated: Name X

Individual Homework

Individual - Homework Assignments (IND-HW) are assignments that need to be submitted to eLearning (assignments) by the indicated deadline.

There will be no extension to homework deadlines, and it is up to each student to verify the document is properly submitted.

Items to consider when submitting homework:

- Attention to detail. Be specific about the work accomplished, issues to be raised or questions to be asked.
- Ensure proper editorial review is conducted.
- Ensure the most current version is submitted (no updates to submitted version).
- Submit before the assignment is due (don't wait until the last moment to submit the assignment).
- Use other **Internet Browsers** to submit if the one you are using is giving you problems

- Ensure that your document has your name, date, class number and section, and page numbers
- You will receive full credit submitting quality response or partial credit or 0 if the assignment is incomplete, its quality is poor or past the deadline.

Presenting your homework to the class

Tell the class what you found interesting and what you learned. Invite comments from your fellow students on one topic from your work.
(No PowerPoint or formal presentation is required. The goal is to have an interactive discussion.)

There will be no extension to homework deadlines.

Online Quizzes

Online quizzes have the form of a multiple choice and true/false questions that relates to important themes of the completed section (One for each of Strategy Analysis, Strategy Formulation, Strategy Implementation). Each assignment/quiz consists of 15 – 20 questions and is preceded by a short text. Read it carefully before answering the questions.

The online quizzes will cover the following topics:

- Quiz 1 – Chapters 1 – 4 (3.2%)
- Quiz 2 – Chapters 5 – 8 (4.8%)
- Quiz 3 – Chapters 9 – 12 (2.2% + 1% extra credit)
- Quiz 4 – Managing International Subsidiaries, Joint Ventures and Alliances (2%)

You will have 60 minutes for each assignment. Online assignments are open book/notes assignments. Online assignments will be available for a couple of weeks and close on Sunday 11:59 pm of the due date (see due dates in Course Schedule).

TEST 1

Test 1 will be based on individual take-home case analysis. You will approach the case analysis by answering the topics / questions listed below. Please use each of these as a heading to start your analysis and answer.

1. Analyze the external environment of the firm in your case study.
2. Analyze the internal environment and performance of the firm in your case study.
3. Describe and analyze the business-level strategy of the firm in your case study.
4. Describe and analyze the corporate-level strategy of the firm in your case study.
5. Describe and analyze the international strategy of the firm in your case study.
6. Describe the main strategic challenges of the firm in your case study that your analysis uncovered.

Select one case for Test 1 from the following:

- Case 27 – Johnson and Johnson
- Case 28 – Procter and Gamble
- Case 29 – McDonald's
- Case 31 – Campbell

You can use the information in the case study as a starting point but supplement the case information with additional research to include recent information on your company.

You will provide an 8 to 12-page analysis (excl. graphs, charts, cover page, and any supporting materials) should be submitted (via eLearning/Turnitin) **on the day indicated in the syllabus**. Your analysis should include environmental and industry analysis, competitive analysis, financial ratios / balance score card evaluation, and an overview of international operations. Your research, analysis and conclusions should be supported by quality sources, data and based on theoretical concepts covered in class, appropriately referenced.

It is important to make decisions on what information is relevant and contribute to the case solution. Submissions should only include relevant information. Therefore, submissions exceeding 15 pages, excluding the cover page, graphs, charts and references, will incur a 5% reduction in grade per page exceeding 15-page limit.

TEST 2

Test 2 will be based on individual take-home case analysis. You will approach the case the same way as you do the group case analysis (using the PACADI method or any other case analysis method). However, ***no implementation discussion is required***; you end your paper with the decision on what the best next steps forward are.

Select one case for Test 2 from the following:

- Case 6 – Haribo
- Case 11 – Emirates Airlines
- Case 17 – Heineken
- Case 18 – Tata Starbucks (You can do Tata Starbucks or Starbucks globally)
- Case 19 – Nintendo
- Case 26 – Venmo
- Case 30 – United Way Worldwide
- Case 38 – Walt Disney

You can use the information in the case study as a starting point but supplement the case information with additional research to include recent information on your company.

You will provide a 15 to 20-page analysis (excl. graphs, charts, cover page, and any supporting materials) should be submitted (via eLearning/Turnitin) **on the day indicated in the syllabus**. Your analysis should include environmental and industry analysis, competitive analysis, financial ratios / balance score card evaluation, and an overview of international operations. Your research, analysis and conclusions should be supported by quality sources, data and based on theoretical concepts covered in class.

It is important to make decisions on what information is relevant and contribute to the case solution. Submissions should only include relevant information. Therefore, submissions exceeding 25 pages, excluding the cover page, graphs, charts and references will incur a 5% reduction in grade per page exceeding 25-page limit.

Late submissions will not be accepted, unless a medical note is provided.

(Start thus early to allow you some flexibility related to time availability.)

DATES	TOPIC	CONTENT/ACTIVITY	ASSIGNMENTS
<p>Week 2 2/2</p>	<p>Chapter 2 – Analyzing the external environment of the firm</p> <p>Chapter 3 – Assessing the internal environment of the firm</p> <p>Chapter 4 – Recognizing a Firm’s Intellectual Assets</p>	<p><u>IMS 3310 Review</u></p> <ul style="list-style-type: none"> ○ Chapter 2, pages 36 – 42; 53 – 64 ○ Chapter 3, pages 70 – 89 ○ Chapter 4, pages 102 – 106; 119 – 125; 128 – 131 ○ Start with Group Homework 	<p><i>DUE 2/8</i></p> <p>Group HW1: Analyze the external environment of your selected case using Porter’s 5 forces model. <i>(Submit 1 to 2 pages, typed 11-point Arial font at 1.5 spacing to eLearning.)</i></p> <p>IND-HW2: Select a large firm in an industry in which you are interested. Please 1.) select the firm, 2.) identify the major value chain activities in the industry and 3.) do a short high-level value chain analysis analyze on the firm. <i>(Submit 1 page, typed 11-point Arial font at 1.5 spacing to eLearning.)</i></p> <p><i>Online Quiz 1</i></p> <p><i>Prepare for class of 2/9:</i> Read: Chapter 5 pages 140 – 170</p>
<p>Week 3 2/9</p>	<p>Chapter 5 – Business-Level Strategy</p>	<p><u>Business-Level Strategy</u></p> <ul style="list-style-type: none"> ○ Chapter 5 	<p><i>DUE 2/15</i></p> <p>Group HW2: Analyze the internal environment of the firm in the selected case using value-chain analysis or the resources-based approach. Select the appropriate methodology and motivate your choice. <i>(Submit 1 to 2 pages, typed 11-point Arial font at 1.5 spacing to eLearning)</i></p> <p>IND-HW3: Use the firm you selected for IND-HW2. Identify the firm’s business-level strategy and provide evidence to support your conclusion on the selected business-level strategy. (Explain why you selected the business-level strategy you selected.) <i>(Submit 1 page, typed 11-point Arial font at 1.5 spacing to eLearning.)</i></p> <p><i>Prepare for class of 2/16:</i> Read: Chapter 6, pages 174 – 195, 198 – 202 Read: Chapter 3, pages 89 – 94 Read: Chapter 13, pages 422 – 430</p>

DATES	TOPIC	CONTENT/ACTIVITY	ASSIGNMENTS
Week 4 2/16	Chapter 6 – Corporate- Level Strategy Chapter 3 & 13 – Evaluating the performance of the firm	<p><u>Corporate-Level Strategy</u></p> <p>Part 1:</p> <ul style="list-style-type: none"> ○ Chapter 6, pages 174 – 195, 198 – 202 <p>Part 2:</p> <ul style="list-style-type: none"> ○ Chapter 3 & 13 – Evaluating the performance of the firm 	<p>DUE 2/22</p> <p>Group HW3: Analyze and describe the existing business-level strategy of the firm by using Porter’s three generic strategies or the industry life cycle stages as a reference. Select the appropriate methodology and motivate your choice. (Submit 1 to 2 pages, typed 11-point Arial font at 1.5 spacing to eLearning)</p> <p>IND-HW4: Review the WSJ articles related to the following posted with this week’s reading. Select one of the following:</p> <ul style="list-style-type: none"> ○ Convenience Retail: Couche-Tard offers to acquire 7-Eleven. Reflect on the corporate-level strategy Couche-Tard is pursuing and any possible implications on 7-Eleven’s business-level strategy. ○ Advertising: Potential merger between Omnicom and Interpublic. Reflect on the corporate-level strategy being pursued and the possible business-level strategy implications for the 2 companies. <p>(You are welcome to add your own research.) (Submit 1 page, typed 11-point Arial font at 1.5 spacing to eLearning.)</p> <p>Prepare for class of 2/23: Read: Chapter 7, pages 206 – 236</p>
Week 5 2/23	Chapter 7 – International Strategy	<p><u>International Strategy</u></p> <ul style="list-style-type: none"> ○ Chapter 7, pages 206 – 236 	<p>DUE 3/1</p> <p>Group HW4: Evaluate the performance of the firm from the selected case by using financial ratio analysis or a balanced scorecard analysis. Select the appropriate methodology and motivate your choice. (Submit 1 to 2 pages, typed 11-point Arial font at 1.5 spacing to eLearning)</p> <p>IND- HW5: (1) Select a multinational firm in which you are interested. (2) Identify and describe the international strategy the firm is following. (3) Motivate your decision. (4) Provide information on the environmental forces and company actions to support your conclusion. (Submit 1 page, typed 11-point Arial font at 1.5 spacing to eLearning.)</p>

DATES	TOPIC	CONTENT/ACTIVITY	ASSIGNMENTS
Week 5 Continue			<p>Prepare for class of 3/2: Read: Chapter 8, pages 240 – 266 Read: Chapter 13, pages 397 – 412 Read: PACADI: (https://hbsp.harvard.edu/inspiring-minds/a-framework-for-using-cases-to-help-students-become-better-decision-makers)</p>
Week 6 3/2	Chapter 8 – Entrepreneurial Strategy & Competitive Dynamics	<p><u>Entrepreneurial Strategy & Competitive Dynamics</u></p> <p>Part 1:</p> <ul style="list-style-type: none"> ○ Chapter 8, pages 240 – 266 <p>Part 2: Case Study Analysis</p> <ul style="list-style-type: none"> ○ Chapter 13, pages 397 – 412 ○ PACADI method 	<p>DUE 3/8</p> <p>Group HW5: Describe the international strategy of the company you are investigating. (Submit 1 to 2 pages, typed 11-point Arial font at 1.5 spacing to eLearning)</p> <p>IND-HW6: Review the WSJ articles related to the airline industry posted in the assignment. Reflect on the competitive dynamics in the airline industry. (You are welcome to add your own research.) (Submit 1 to 2 pages, typed 11-point Arial font at 1.5 spacing to eLearning.)</p> <p>Online Quiz 2</p>
Week 7 3/9	Test – no class	<p><u>Test 1</u></p> <ul style="list-style-type: none"> ○ Use class time to finalize and submit Test 2 	<p>TEST 1 – INDIVIDUAL TAKE HOME CASE ANALYSIS – SUBMIT TO ELEARNING ON Friday 3/13 (End of Day)</p> <p>Select one case for Test 1 from the following:</p> <ul style="list-style-type: none"> • Case 27 – Johnson & Johnson • Case 28 – Procter and Gamble • Case 29 – McDonald’s • Case 31 – Campbell <p>Prepare for class of 3/23: Read: Chapter 9, pages 270 – 288 Read: Chapter 10, pages 304 – 316 Read: Provided articles in the Managing international subsidiaries learning module</p>
3/16		Midterm Grades Submitted	
3/16 – 3/22		NO CLASS – SPRING BREAK	

DATES	TOPIC	CONTENT/ACTIVITY	ASSIGNMENTS
<p>Week 8 3/23</p>	<p>Chapter 9 – Strategic Control & Corporate Governance</p> <p>Chapter 10 – Creating Effective Organizational Designs</p> <p>International Subsidiary Management</p>	<p><u>Strategy Implementation & International Subsidiary Management</u></p> <p>Part 1:</p> <ul style="list-style-type: none"> ○ Chapter 9, pages 270 – 288 ○ Chapter 10, pages 304 – 316 <p>Part 2:</p> <ul style="list-style-type: none"> ○ Managing headquarters and international subsidiary relationships 	<p>Prepare for class of 3/30: Read: Chapter 11, pages 336 – 348 Read: Chapter 12, pages 364 – 383</p> <p>DUE 3/29 Group HW6: Submit presentation outline with bullets of topics that you plan to cover. (This is effectively a detailed content page.) (Submit 1 to 2 pages, typed 11-point Arial font at 1.5 spacing to eLearning)</p> <p>IND-HW7: Use the multinational firm you selected in IND-HW5 for IND-HW7. (1) Identify and describe the organizational design of this firm, (2) describe the role played by subsidiaries in the MNE, (3) describe how the MNE headquarters control its subsidiaries, and (4) describe how the resources and capabilities of the MNE are distributed between headquarters and subsidiaries. (Submit 1 page, typed 11-point Arial font at 1.5 spacing to eLearning.)</p>
<p>Week 9 3/30</p>	<p>Chapter 11 – Strategic Leadership</p> <p>Chapter 12 – Managing Innovation and Fostering Corporate Entrepreneurship</p> <p>Case study approach</p>	<p><u>Developing global capabilities & Case Study approach review</u></p> <p>Part 1:</p> <ul style="list-style-type: none"> ○ Chapter 11, pages 336 – 348 ○ Chapter 12, pages 364 – 383 <p>Part 2:</p> <ul style="list-style-type: none"> ○ PACADI method review 	<p>DUE 4/5 IND-HW8: Watch the video on emotional intelligence posted on the discussion board. Reflect on how you can develop and use the various components of emotional intelligence. (Submit 1 page, typed 11-point Arial font at 1.5 spacing to eLearning.)</p> <p>Online Quiz 3 <i>(5 questions are from sections of the chapters not assigned for reading as extra credit opportunities [1%.])</i></p> <p>Prepare for class of 4/6: Read: Chapter 6, pages 195 – 198 Read: Provided articles in the Managing international strategic alliances learning module.</p>

DATES	TOPIC	CONTENT/ACTIVITY	ASSIGNMENTS
Week 10 4/6	International Strategic Alliances Presentations	<u>Managing International Strategic Alliances & Presentations</u> Part 1: <ul style="list-style-type: none"> ○ Alliance Articles Part 2: <ul style="list-style-type: none"> ○ Group Presentations (1-2) 	<p>Prepare for class of 4/13: Read: Provided articles in the Managing international joint ventures learning module.</p> <p>DUE 4/12: IND-HW9: Review the WSJ articles and video related to the Rivian and VW alliance. Reflect on the internal resources each partner in the alliance contributes, using a resources-based view of these firms. (You are welcome to add your own research.) (Submit 1 page, typed 11-point Arial font at 1.5 spacing to eLearning.)</p>
Week 11 4/13	International Joint Ventures Presentations	<u>Managing International Joint Ventures</u> Part 1: <ul style="list-style-type: none"> ○ Managing international joint ventures Part 2: <ul style="list-style-type: none"> ○ Group Presentations (3-4) ○ 	<p>DUE 4/19: Online Quiz 4</p>
Week 12 4/20	Presentations	<u>Presentations</u> <ul style="list-style-type: none"> ○ Group Presentations (6-10) 	<p>DUE 4/24 Group Papers and Presentations (The Friday after the last presentations)</p>

DATES	TOPIC	CONTENT/ACTIVITY	ASSIGNMENTS
Week 13 4/27	Test – no class	<u>Time to Work on Test 2</u> <ul style="list-style-type: none"> ○ Start working on Test 2 ○ Lecturer will be available via Teams to answer questions during class time. 	DUE 5/3: IND-HW10: Extra credit: Use the multinational firm you selected for IND-HW5 and IND-HW7. Identify and describe the considerations this particular firm should include in their decision when to pursue international wholly owned subsidiaries, alliances and joint ventures. (Submit 1 page, typed 11-point Arial font at 1.5 spacing to eLearning.)
Week 14 5/4	Test – no class	<u>Time to Work on Test 2</u> <ul style="list-style-type: none"> ○ Use class time to finalize and submit Test 2 	TEST 2 – INDIVIDUAL TAKE HOME CASE – SUBMIT TO ELEARNING BY 5/7 (End of Day) Please note that this is on the Thursday of that week Select one case for Test 2 from the following: <ul style="list-style-type: none"> • Case 6 – Haribo • Case 11 – Emirates Airlines • Case 17 – Heineken • Case 18 – Tata Starbucks (You can do Tata Starbucks or Starbucks globally) • Case 19 – Nintendo • Case 26 – Venmo • Case 30 – United Way Worldwide • Case 38 – Walt Disney
5/16		Final grades posted by 5/16	

Grading Policy

Grading Weight

Attendance & Class Participation	10%
Homework Assignments 1 – 10	11%
Online Quiz 1 - 4	12%
Group work <ul style="list-style-type: none">• Group Homework Assignments 1 – 6• Case Analysis Paper• Group Presentation• Feedback on other group presentation	7% 10% 6% 2%
Test 1	17%
Test 2 – Individual Case Analysis	25%
Total	100%

Grading Criteria

Scaled Score	Letter Equivalent
97+	A+
94 – 96.99	A
90 – 93.99	A-
87 – 89.99	B+
84 – 86.99	B
80 – 83.99	B-
77 – 79.99	C+
74 – 76.99	C
70 – 73.99	C-
67 – 69.99	D+
64 – 66.99	D
60 – 63.99	D-
Less than 60	F

Course Policies

Make-up exams

Late submissions (Make-up) exams are only allowed in case of emergency or extraordinary situation.

Extra Credit

There will be a few extra credit opportunities throughout the semester. These opportunities might include the following:

- 100% class attendance will result in 1% extra credit.
- There will be 1 additional individual homework assignment for 1% extra credit.
- The online quizzes will contain the ability to earn 1% extra credits

Late Work

Late assignments are only allowed in case of emergency or extraordinary situation. All written assignments are submitted to eLearning (Turnitin). Make sure you pay attention to

due dates in the calendar above. If you are travelling or staying overseas during this semester, make sure that you pay special attention to deadlines as they are indicated in Central Time (CT)/Dallas time. If you have questions about time zones, please consult <https://www.timeanddate.com/>

Classroom Citizenship

We encourage students to support each other during the entire semester. If your team member(s) is/are unable to participate in traditional classroom setting or virtually consult with them frequently to ensure they are up to date with the course materials and deliverables. Please support each other during these times.

Instructor Support

Students in this course are encouraged to contact the instructor with any questions related to assignments, due dates, progress, etc. If a student is unable to come to class, he/she should schedule a meeting with the instructor

Scholastic Honesty and Policy on Cheating

Students who engage in scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course. "Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, and the submission for credit of any work or materials that are attributable in whole or in part to another person, the submission of work created by AI, taking an examination for another person, any act designed to give unfair advantage.

The University has policies and discipline procedures regarding scholastic dishonesty. Detailed information is available on the UTD Judicial Affairs web page. All students are expected to maintain a high level of responsibility with respect to academic honesty. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students and the integrity of the University, policies on scholastic dishonesty will be strictly enforced.

Student Conduct and Discipline

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UTD publication, A to Z Guide, which is provided to all registered students each academic year. The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the Rules and Regulations, Board of Regents, The University of Texas System, Part 1, Chapter VI, Section 3, and in Title V, Rules on Student Services and Activities of the university's Handbook of Operating Procedures. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391).

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Academic Integrity

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment or the award of a degree, and/or the submission as one's own work or material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings. Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). This course will use the resources of **turnitin.com**, which searches the web for possible plagiarism and is over 90% effective.

Students are encouraged to review the quality of their work (editorial review, references, sources, format, etc.) before submitting their written work. Students are encouraged to check **SIMILARITY and AI** on TurnItIn before submitting their work. The recommended similarity and AI ratings should be below **25% (green status)**. Points will be deducted if student's work has over 25% similarity and AI.

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individuals corresponding and the security of the transmitted information. **UTD furnishes each student with a free email account that is to be used in all communication with university personnel.** The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any students. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's Handbook of Operating Procedures. In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written

response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

Incomplete Grade Policies

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if **70%** of the course work has been completed. An incomplete grade must be resolved within **eight (8)** weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of F.

UTD Campus Health - Guidelines and Resources

The information contained in the following link lists the University's Health resources for students: <https://www.utdallas.edu/campus-health/>

Disability Services

The University of Texas at Dallas is committed to providing reasonable accommodation for all persons with disabilities. The syllabus is available in alternate formats upon request. If you are seeking classroom accommodations under the Americans with Disabilities Act (2008), you are required to register with the AccessAbility Resource Center, located in the Administration Building (AD), Suite 2.224. Their phone number is 972-883-2098, email: accessability@utdallas.edu[\(opens in a new tab\)](#) and website is <https://accessability.utdallas.edu>[\(opens in a new tab\)](#). To receive academic accommodations for this class, please obtain the proper AccessAbility Resource Center letter of accommodation and meet with me at the beginning of the semester.

The information contained in the following link lists the University's resources for students: <https://accessability.utdallas.edu/>

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment.

Comet Creed

This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:

“As a Comet, I pledge honesty, integrity, and service in all that I do.”

Academic Support Resources

The information contained in the following link lists the University’s academic support resources for all students.

Please see <http://go.utdallas.edu/academic-support-resources>.

UT Dallas Syllabus Policies and Procedures

The information contained in the following link constitutes the University’s policies and procedures segment of the course syllabus.

Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.