

## **Important Information Regarding GEB 3373:**

- **Read the class calendar carefully and make a note of all due dates, deadlines, and exam dates (there are many)**
- **You are 100% responsible for meeting all due dates, deadlines, and exam dates, no exceptions**
- **No late work is accepted, no exceptions**
- **If you claim to have completed work online that you did not complete, you will be referred to Student Conduct (I have access to student activity logs)**
- **You MUST use your @ufl.edu e-mail address for all activities associated with this class—ProctorU, Capsim Global DNA simulation—or no points can be earned**

Dr. Amanda Phalin

**Office:** Bryan Hall 233A

**Phone:** 352-392-6527 (E-mail is the best, fastest way to contact me.)

**E-mail Dr. Phalin:** [amanda.phalin@warrington.ufl.edu](mailto:amanda.phalin@warrington.ufl.edu)

**Class Meeting Time:** Monday and Wednesday, Periods 5–6 (11:45 a.m. – 1:40 p.m.), Heavener 150

**On-Campus Office Hours:** Monday, Tuesday, and Wednesday, 2:00 p.m. – 3:00 p.m., Bryan 233A

**UFOne Students Office Hours:** Via phone, by appointment

**Study Abroad Students Office Hours:** Via phone, by appointment

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### TAs

**Head TA:** Sharon Sabbagh

**TAs:** John Dougherty, Katelyn Erickson, Jie Luo, Danna Regnier, Alexis Ouelhadj, Matthew Smith

**TA Location:** Bryan Hall 233B

**E-mail TAs:** You will be assigned a TA after the drop-add period. I will post a Canvas announcement with your TA's e-mail address at that time.

**Office Hours:**

**TBA**

I encourage you to meet with your TAs and/or contact them via e-mail should you need assistance or have questions not answered by the syllabus. The TAs and I are here to help you with material from the lectures, e-textbook, and Capsim Global DNA. We are **NOT** responsible for helping you understand/review notes from outside sources. It is your choice whether to use Smokin' Notes or other services, but ultimately, these outside vendors are responsible for the presentation and accuracy of the information in their products—not us.

### Responsibilities

1. **\*\*\*Read this entire syllabus fully and carefully\*\*\*** and ensure that you understand all policies within it. If you have questions, please let me know. If questions arise during the semester, please consult the syllabus first before contacting a TA or me—chances are, the answer is in this document. It is 100% your responsibility to familiarize yourself with class policies.
2. Know in which section you are registered.
3. Attend/view class regularly. Not only do classes, **homework, participation, extra credit, and exams** cover materials not in the book, but attending/viewing class regularly will greatly enhance your mastery of the material.
4. Complete all assignments on time. This includes readings, homework assignments, participation assignments, exams, and the simulation.
5. Ask for help if you need it. If you are struggling with any material, be sure to contact the TAs or me.
6. Take exams when they are scheduled.

### Course Pre-Requisites

MAN 3025, Principles of Management

MAR 3023, Principles of Marketing

Similar courses may be used as substitutes if approved by the College's Undergraduate Programs Office, Heavener 333, phone: 352-273-0165.

**IMPORTANT:** Students will also need to be familiar with concepts contained in the pre-reqs for MAN 3025 and MAR 3023—microeconomics, macroeconomics, algebra, and basic accounting. Finance is not a pre-requisite for this class, but we may use/learn some basics. If at any point during the semester you need to review concepts from previous courses, please see the following links for help:

Basic economic concepts: <http://www.sparknotes.com/economics/>; [www.khanacademy.org](http://www.khanacademy.org)

Basic finance concepts: <http://www.investopedia.com/university/concepts/#axzz1x8OpsdAa>

<http://www.teachmefinance.com/>

[http://media.wiley.com/product\\_data/excerpt/11/04700917/0470091711.pdf](http://media.wiley.com/product_data/excerpt/11/04700917/0470091711.pdf)

Basic accounting concepts: <http://www.accountingcoach.com/online-accounting-course/60Xpg01.html>

<http://www.accounting-basics-for-students.com/basic-accounting-concepts.html>

Algebra: <http://www.sparknotes.com/math/>

Various topics: <https://www.khanacademy.org/>

### **Course Objectives and Assurance of Learning**

After taking this class, you should:

- Understand business environments (culture, economics, ethics, law, politics) around the world
- Have the tools and skills necessary to analyze the potential of other countries as locations for production, distribution, and marketing
- Know how managing and integrating international operations in many parts of the world differs from a purely domestic focus
- Have the broad perspective required of successful managers working in international business
- Understand the challenges and adaptations required to succeed in business in host countries with differing cultural, political, legal, and economic systems

Assurance of Learning: The BSBA/BABA Learning Goal that applies most directly to this course is Goal 5:

“Possess a global perspective on business.” The two learning objectives associated with this goal are:

Learning Objective 5a: Understand how the business environment, including culture, differs across countries.

Learning Objective 5b: Possess awareness of cultural differences and how these differences affect best practices and ethical responsibilities.

### **Required Materials and Instructions for Accessing Them**

The required materials for this course are a Pearson custom e-textbook and Capsim (Global DNA team-based business simulation). **Students should NOT purchase the book or simulation.** These materials are available through Canvas by following the instructions provided in the “Accessing Required Materials” document, which can be found on the “Start Here” page in Canvas under the “Do” heading. Print upgrades for the textbook are available via the UF Bookstore for a nominal charge, approximately \$36.00. We are using a custom digital version of *International Business*, 8<sup>th</sup> Edition, by Ricky W. Griffin and Michael W. Pustay, Pearson Publishing.

**\*\*\*IMPORTANT NOTE:** You must follow the instructions contained in “Accessing Required Materials” and 1) authorize charges and 2) log into Capsim and Pearson by Friday, September 2, 2016, 11:59 p.m. Failure to do so will prevent you from being placed on a Capsim team, and you will be required to complete the Global DNA simulation alone. Students who complete the simulation alone will earn 0 points for the peer evaluations. \*\*\*

## Accessing Course Website

This course is being presented via the University of Florida's Canvas course management system. You should create a shortcut (link or favorite) in your browser that will take you directly to the e-Learning Support Services login site: <http://elearning.ufl.edu>. Click the blue "e-Learning" button on the right and log in to the website using your GatorLink user name and password. Choose GEB 3373 from the list of available courses.

NOTE: Only students officially registered for this course will be allowed website access. Students who add the course will have to wait 24 – 48 hours for the Canvas course management system to be updated. If you are denied access, please try again in a day or two. If you are still denied access, contact the UF Help Desk at 352-392-HELP (392-4357), or go to their Webpage at <http://helpdesk.ufl.edu/>.

## Viewing Video Lectures

To view course video lectures, click on the Video Library (Lectures) link on the Home Page in Canvas.

## Office Hours—NO APPOINTMENT NEEDED

Feel free to come by during office hours—no appointment necessary—or to make an appointment with me for other times if you are not available during office hours. Please note, I do not repeat lectures during office hours; come prepared with specific questions so we can make our time together as productive as possible.

If you cannot meet during regular office hours and need to schedule an appointment, please e-mail me and suggest several times that are convenient for you in your original e-mail. This will allow me to schedule a specific time in my reply.

If you are off-campus, feel free to e-mail me to schedule a phone appointment. I will call you so you will not incur any long-distance fees if they apply.

## Course Communications

**I DO NOT use messaging in Canvas or Capsim/Global DNA**, and no one will read or respond to messages there. If you need to reach me, e-mail me at [amanda.phalin@warrington.ufl.edu](mailto:amanda.phalin@warrington.ufl.edu). You can reach the TAs via e-mail once you have been assigned an assistant.

Announcements concerning the class will typically be made during lectures and via Canvas announcements. Make sure you set Canvas Notification Preferences to "Notify me right away"/"ASAP." You may do this by going to Settings→Notifications in the course Canvas page. **\*\*\*You must check Canvas daily for announcements—students are 100% responsible for the consequences of having missed messages.\*\*\***

If you send a message to me or the TAs, you should receive a reply within 24 hours, excluding weekends and holidays. (In other words, if you send a message on Friday, you may not receive a reply until Monday.) If you do not receive a reply within the specified time, please re-send the e-mail with "RE-SEND:..." and the rest of your original subject line in the subject line.

**The TAs and I do not respond to questions posted on the class discussion board.** You are free to create discussions there among yourselves, but do not expect replies from the TAs or me. If you have a question, first examine the syllabus for an answer, then contact the TAs or me if needed.

## **Communications Etiquette**

Since we are in the School of Business, I require my students to conduct themselves in a professional manner when communicating with the TAs or me. E-mails should be written as letters, not as texts. Messages should be concise, clear, professional, and without slang, abbreviations, and language that might be misinterpreted as rude. **Failure to write your e-mail as a proper business letter may result in it not being responded to.** Your interactions with the TAs and me should be conducted with politeness and professionalism at all times. Rude, abrasive language will not be tolerated at any time, in any medium. If you are frustrated by something, I strongly suggest waiting a few hours before angrily typing an e-mail to the TAs or me. **Any rude or inappropriate communications with the TAs or me may result in your e-mail not being responded to—and it may also result in your final grade being lowered at my discretion.** Any inappropriate communications with the TAs or me in any other medium (on the phone, in person) may also result in your final grade being lowered at my discretion.

A rule of thumb for e-mail communications: Often, people do not realize that e-mails can sound rude, unprofessional, and abrasive because tone is very difficult to convey electronically. Before sending an e-mail message to the TAs or me, ask yourself: “Would I say the things I am writing to Dr. Phalin’s face?” As practice and preparation for the business world, ask yourself, “Would I write these things to a potential employer?” If the answer to either question is “no,” I would encourage you to rewrite your e-mail in more professional and polite language before you send it.

As stated previously, it is your responsibility to understand policies for this class; I expect you to examine the syllabus carefully for answers to your question(s) **BEFORE** you contact the TAs or me. In large classes, this facilitates faster and more efficient communications overall. Therefore, **if you e-mail the TAs or me with a question whose answer can be found in the syllabus, you will receive a reply of, “Please see the syllabus.”**

## **Technology Help**

If you experience problems with Canvas, the TAs and I **CANNOT HELP YOU**. This is not because we don’t want to help you, but because we do not have the capability to do so. Contact the UF Help Desk at 352-392-HELP (392-4357) or go to their Webpage at <http://helpdesk.ufl.edu/>.

If you experience problems with the Pearson e-text, the TAs and I **CANNOT HELP YOU**. This is not because we don’t want to help you, but because we do not have the capability to do so. Contact 877-973-3746. **Number still good?**

If you experience problems with the Capsim–Global DNA simulation, the TAs and I **CANNOT HELP YOU**. This is not because we don’t want to help you, but because we do not have the capability to do so. Contact [support@capsim.com](mailto:support@capsim.com) or 877-477-8787.

## **Attendance**

If you are attending the live class, please be courteous to your classmates and me:

- Arrive a few minutes before class begins so you are ready to start class promptly at 11:45 a.m.
- There will generally be a 10-minute break; arrive on time back to class after the break.
- Turn off all cell phones and do not text, Tweet, check Facebook, etc. If these activities interfere with class, you may be asked to leave at my discretion.
- Do not talk to each other during class.

- DO ask questions.

This helps maintain a professional environment. I encourage everyone registered for the class to watch the class in person if possible. You can safely start attending after the third lecture and be reasonably assured of finding a seat in the room. Requirements for class attendance and other course work are consistent with university policies, which can be found at <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

### **Participation (See syllabus calendar for due dates)**

Three required activities allow you to earn points toward class participation:

*Syllabus Quiz*: 30 true/false questions test your knowledge about class policies contained in the syllabus. You have one 15-minute attempt to complete the quiz, so you need to read the syllabus fully and carefully several times to make sure you understand its contents before taking the quiz, or you will lose points.

*Survey 1*: 25 multiple-choice questions gauge your current knowledge of and opinions about topics in international business. There are no right or wrong answers—as long as you answer all questions, you will earn full credit.

*Survey 2*: 25 multiple-choice questions gauge how your knowledge of and opinions about topics in international business may have changed during the semester. There are no right or wrong answers—as long as you answer all questions, you will earn full credit.

### **Homework Assignments**

You will complete one homework assignment for each chapter in Canvas. Each assignment will consist of 20 questions (each question worth one point) from that chapter's material. Due dates for all assignments are in the class calendar. **NOTE: The last set of assignments is due the last day of class since it is against university policy to require students to complete assignments during reading and finals weeks.** The assignments are open-book, open-note, and untimed. You have the option of completing the assignments all at once, or working on them throughout the specified time period during the term. **I drop your three lowest homework scores from the Chapters 1–9 assignments before calculating the final grade. You are required to complete the homework assignments for Chapters 10, 12, 13, and 16-17.** Although I drop your three lowest scores out of the first nine assignments, I recommend that you complete all of them. You never know when an emergency will arise and you will need that dropped score.

Please note: I strongly advise against leaving the homework until the last minute. If the system goes down 5 minutes before the due date/time, that is your responsibility. If you have a scheduling conflict that occurs at the last minute, that is your responsibility. The assignments are open and available for you to work on for weeks. Take advantage of that time and use it wisely. **There are no makeups allowed for homework assignments, no exceptions.** If you experience a technical problem while/after completing homework, the TAs and I **CANNOT HELP YOU**. This is not because we don't want to help you, but because we do not have the capability to do so. Contact the UF Help Desk (please see above). It is your responsibility to check Canvas and ensure that your homework grades have been entered.

### **Pop Quiz**

At some point during the last third of the semester (after Exam 2 but before the end of the term), you will have 48 hours to complete a 15-minute pop quiz in Canvas consisting of 20 questions coming from some or all of the following chapters and lectures: 10, 12, 13, and/or 16-17. Each question will be worth 1 point. Although the pop

quiz is open-book and open-note, because you have only a short time to complete it, you will need to be very familiar with the material it covers. There is no appeals process for the quiz. I will alert you via a Canvas announcement one hour before the 48-hour window opens, as well as which chapters the quiz covers.

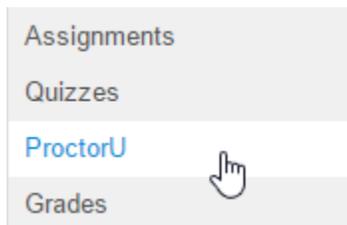
Note: The pop quiz should be taken via a **WIRED** internet connection. Any technical problems you may experience during the quiz are your responsibility.

Also note: Although the Pop Quiz is only 20 points, most students need all the points they can get to earn the grade they want. Despite this fact, most people do not study for the quiz and as a result earn a low score; the average score on the Pop Quiz is 14/20, or 70%. I do not curve the Pop Quiz, so be sure to study well so you can earn as many points as possible on this assessment.

### **Proctored Exams**

To maintain a high standard of academic integrity and ensure that the value of your UF degree is not compromised, course exams will be proctored online by ProctorU. All students will take exams electronically using the Canvas course website, but you will register with ProctorU early in the semester and then sign up for a time for a certified proctor in a testing facility to observe you on your computer while you take your exam. You need a webcam, speakers, microphone, and reliable Internet connection to take your exams. **A WIRED INTERNET CONNECTION IS REQUIRED.** You also need a mirror or other reflective surface.

You can access the ProctorU site directly in Canvas from the left menu.



*If you already have a ProctorU account, you can use the same account.*

You should get set up with ProctorU and schedule your exam appointment times during the first week of the semester. You must sign up for an appointment at least **72 hours** before an exam. Failure to do so will result in additional fees and reduce the likelihood that the time you want will be available. You should receive a confirmation email from ProctorU. If you experience any trouble with online registration, **I CANNOT HELP YOU** because I do not have access to their registration system. Call **855-772-8678**.

**Prior to each exam**, go to the [ProctorU Test Page](#) to ensure your computer is ready for online proctoring. After you get the 6 checks that your system is ready:



Take the extra step to connect to a live person:







Examples of calculators *ALLOWED*:



If you don't have a simple, four-function calculator, be sure to purchase one well in advance of the exams. No cell phones are allowed during exams. You are allowed a piece of scratch paper and a pen or pencil in addition to a four-function calculator.

### Exam Schedule

There are two exams; neither is cumulative. Both tests are multiple-choice, closed-book, and closed notes. Each contains 50 questions worth 4 points each. The dates and times of the exams are:

**Exam 1: Thursday, October 6, 8:20 p.m. – 10:10 p.m., online via ProctorU and Canvas**

**Exam 2: Monday, November 7, 8:20 p.m. – 10:10 p.m., online via ProctorU and Canvas**

**\*\*If material is in the assigned chapter, in the videos, or in the lectures, it is fair game, so it may be on the test. Just because I don't mention something from the chapter in class does not mean it may not appear on the exam.\*\*** We also discuss current events in class, as well as feature guest lecturers, and those topics are covered on exams as well.

Each exam will be curved to ensure a class average of 75 percent. If the class average falls below 75 percent, I will add the required number of points to each test to bring up the average grade. I will not subtract points if the class average exceeds 75 percent.

Answers will be available on Canvas 3–4 business days after the exam. **It is your responsibility to check Canvas and ensure that your exam grades have been entered.** You can check exam grades in Canvas by clicking the Grades button on the left-hand navigation bar.

**\*\*NOTE:** The material covered in Exam 2 is significantly more difficult and quantitative than the material covered in Exam 1. Generally, the study time needed to earn a good grade on Exam 2 is significantly higher than what is needed for good a grade on Exam 1.\*\*

### **Makeup Exam**

If you miss Exams 1 or 2, you may not take those exams at other times, no exceptions. However, I do schedule one **cumulative** makeup exam (covering material from Exams 1 and 2) near the end of the semester, Monday, December 5, 8:00 p.m. – 10:00 p.m., online via ProctorU and Canvas. (Study abroad students, please check with your respective programs for the time of the makeup exam.) **You must have my permission BEFORE missing Exams 1 or 2 to be able to take the makeup exam**, with two exceptions noted below. There is no appeals process for the makeup exam.

You may request advance permission to take the makeup exam if:

- You have another class with an exam at the same date/time that cannot be moved. According to university rules, assembly exams take precedence over class exams, regardless of the course number. If another assembly class has a lower number than 3373, this course takes precedence, and the other exam must be moved.
- You observe a major religious holiday. (Note: None of our exam dates conflict with any major holidays on the Christian, Jewish, or Muslim calendars.)
- You participate in a UF-sponsored event. You are required to provide a note from sponsoring faculty to confirm your participation.

It is **100% your responsibility to check your schedule BY THE END OF DROP/ADD, Friday, August 26, 5:00 p.m., for conflicts and discuss them with me by that time.** In other words, if you explain to me **AFTER** drop/add or **AFTER** missing Exams 1 or 2 that you were at a UF event or other exam, then you will not be allowed to take the makeup.

Advance notice may not be required if:

- You have a doctor's note stating that you were physically unable to take the exam. (For the note to say that you saw a doctor on the day of the exam is not enough. The doctor should specify that you were physically unable to attend.)
- You have an equally valid and documented emergency (e.g., death in the immediate family) to be discussed on a case-by-case basis.

**NOTE: You MUST contact me within 12 hours of unexpectedly missing an exam to be able to take the makeup.**

The makeup exam is **NOT** allowed if:

- You have vacation/family plans, or your parents bought your tickets without consulting you.
- You have non-academic activities that interfere with the exam.
- You just don't feel up to taking the exam that day.
- You have 1-2 other exams on the same day, but not at the same time, as a GEB 3373 exam.

### **UF Exam Policies**

Please visit: <https://catalog.ufl.edu/ugrad/current/regulations/info/exams.aspx> for information.

## Question Appeals

I include an appeals process for exams and homework assignments as a courtesy to you. This process is a privilege, not a right. As a result, my decisions on appeals are final. Appeals should be limited to mistakes and errors; appeals that argue semantics and/or interpretation are unlikely to be accepted. I expect all appeals to be professional, polite, clear, well-argued, and to follow the guidelines listed below.

Appeals are considered and accepted on a per-person, individual basis. You must initiate the appeal of an answer to an exam question within 24 hours (including weekends and holidays) of the date the key is made available on Canvas. You must initiate the appeal of an answer to a homework question within 24 hours (including weekends and holidays) of the date the homework closes. All appeals must be sent to the head TA, Sharon Sabbagh: [ssabbagh@ufl.edu](mailto:ssabbagh@ufl.edu). Do **NOT** send appeals directly to me. **Failure to follow the instructions below may result in your appeal not being considered or even read.**

1. If you believe there is an error in an exam question, the subject line of your e-mail should read “Exam Question Appeal.” In the body of the e-mail, include, in the following order:
  - Full student name as it appears on the class roll
  - Student e-mail address
  - Your Section #
  - Your UFID
  - A clear but brief explanation of why the question and/or answer is wrong. In your appeal, **you MUST site a specific page #, PowerPoint slide #, and/or video timestamp to support your claim.** Wikipedia and other non-verified sources (about.com, infoplease, Yahoo! Answers, etc.) are not valid sources for exam appeals.
2. If you believe there is an error in a homework question, the subject line of your e-mail should read “Homework Question Appeal.” In the body of the e-mail, include, in the following order:
  - Full student name as it appears on the class roll
  - Student e-mail address
  - Your Section #
  - Your UFID
  - Homework Chapter #
  - A clear but brief explanation of why the question and/or answer is wrong. In your appeal, **you MUST site a specific page #, PowerPoint slide #, and/or video timestamp to support your claim.** Wikipedia and other non-verified sources (about.com, infoplease, Yahoo! Answers, etc.) are not valid sources for exam appeals.

## Global DNA Business Simulation

In lieu of a final exam, throughout the semester, students will work on and complete a team-based online international-business simulation titled Global DNA (Publisher: Capsim). Capsim will divide you into teams of five, and each team will manage a company that creates, manufactures, and globally distributes medical-testing devices. These five-member teams will be grouped into “industries” or “pods” of five other student teams and one computer team and will compete within those industries.

In each “round,” of the game, your team will investigate extensive data provided in the simulation that details consumer preferences and market characteristics in three regions: the Americas, Asia, and Europe. Based on

your interpretation of these data, your team will work together to determine what type of devices you should introduce in each region, where the devices should be produced, how many you should produce for each region, pricing for each region, marketing strategies and budgets for each region, and financing decisions.

You will play the game in three stages (Deadlines for each stage can be found in the class calendar below.):

- Individual Stage: Introduction, Canvas Quizzes, and Executive Development Program (EDP)
- Group Stage 1: Three Practice Rounds
- Group Stage 2: Six Graded Rounds

#### Individual Stage: Introduction, Canvas Quizzes, and Executive Development Program

You are required to complete various introductory assignments individually—not as a team—culminating in a tutorial called the Executive Development Program that you will finish for comprehension and completion points. Please note: You must complete the Executive Development Program in its entirety in order to earn completion points. If you complete only part or parts, you will earn no points; your score is based on both the tasks completed during the program AND the questions answered at the end of each section—make sure you do all the work. In addition, you must earn a score of at least 70% on the EDP to earn completion points. If you earn a score below 70%, you will earn no points. Although you earn individual points for the work in this stage, you should feel free to consult your team members as you complete this stage.

Upon logging into the game, a set of “Getting Started” videos automatically pops up, which you are required to watch. Then, you will be directed to the home page of your team’s medical-testing device company. Next, you will be required to read the “Manager’s Guide,” a PDF that guides you through the entire game process and resources from beginning to end. Third, you will see articles on the top of the page. You are required to read the eight articles and complete a quiz for each, which can be found in Canvas under the “Assignments” tab. Finally, you will do the “Executive Development Program,” which is the tutorial you will finish for completion points. Videos and pop-up boxes with directions and explanations accompany every step of the tutorial.

#### Group Stage 1: Three Practice Rounds

Teams should begin communicating and meeting with each other as soon as possible. **Once teams have been assigned, I will send a Canvas announcement with a team meeting deadline. By that deadline, a team representative should e-mail your assigned TA indicating that you all have met (in person or online) and detailing assigned team member roles, which are described below. \*\*\*Teams that do not meet the deadline will lose 5 points off their first practice round.\*\*\*** You may contact each other via the messaging system in Capsim; however, choose any method of communication and meeting that works for your group. As soon as possible, work together to assign team roles. Each team should first choose a CEO, who will be responsible for team organization and keeping each member on track. After the CEO has been appointed, each team may divide up the work as it sees fit; however, given the game’s structure, there are two main options: 1) Assign the non-CEO members one of four positions: VP of R&D, VP of Marketing, VP of Production, and VP of Finance. 2) Assign the non-CEO members one of four positions: VP of Finance, VP of the Americas, VP of Asia, VP of Europe. For Option 1, each non-CEO team member will be responsible for one screen in the game. For Option 2, the VP of Finance will be responsible for the Finance screen, but the other VPs will be working on each of the other screens in their respective regions. Your team may create a new organizational structure, and that is fine. However, regardless of the structure, all decisions will need to be coordinated.

You will also need to pick a business strategy. You may do this by using the “Strategy Picker,” which can be found by clicking on the “Help & Support” button at the top of the team dashboard page. You may also choose to formulate your own strategy after examining the Strategy Picker. Note that some strategies take a few rounds to yield results depending on what you and the other teams in your industry choose.

Teams have at least seven days to complete each practice round and graded round. (Consult the class calendar below for all specific due dates.) Teams will make business decisions in R&D (products to be developed, with what specifications in which markets), Marketing (prices and advertising expenditures for different markets), Production (forecast demand, in-house production vs. outsourcing in different markets), and Finance (issue stock, take out loans, etc.). **In order to earn points, teams MUST save all of their decisions at the end of each round. Failure to do so will result in 0 points for that round.** At the end of each round, I will close the game and process the results. **\*\*\*Please note that once you have submitted your decisions, they are final, and the round, once closed, cannot be re-opened to make changes, no exceptions.\*\*\***

After the results are processed, you will be able to read “The Globe,” a 15-page “Industry Newspaper” that gives you detailed information from all four departments about how your company performed compared with its five other competitors. You will know which competitors have new products coming out in future rounds, your competitors’ marketing and production decisions, and their financial positions. You will also be able to examine the Debrief Tool, a report that walks you through “The Globe” and helps you understand your decisions and ways you can improve each round. With your own analysis of “The Globe” and the Debrief Tool, teams will continue to Practice Round 2, and the process repeats.

In the practice stage, each team gets full credit as long as they complete the round and **save their decisions**; there are no “winners.” However, as described above, teams must hit save/submit to earn points. Please note: The practice round results do NOT carry forward to the graded rounds; the scoreboard is wiped clean.

### Group Stage 2: Six Graded Rounds

This stage will operate exactly like the practice stage, except that teams will be graded based on the following process: Each graded round is worth 20 points. Teams automatically earn 10 points for completing the round—i.e., making decisions, saving, and hitting submit. (You **MUST** do this in order to earn the minimum points.) Teams will then be ranked 1-6 (including the computer team) depending on their performance at the time of round submission. The ranking will be calculated using teams’ performance based on the following metrics:

Profits: 35%

Market Share: 35%

Return on Assets: 15%

Market Cap: 15%

Teams ranked 1 will earn 10 points (in addition to the 10 points every team earns for completing the round).  
Teams ranked 2 will earn 9 points (in addition to the 10 points every team earns for completing the round).  
Teams ranked 3 will earn 8 points (in addition to the 10 points every team earns for completing the round).  
Teams ranked 4 will earn 7 points (in addition to the 10 points every team earns for completing the round).  
Teams ranked 5 will earn 6 points (in addition to the 10 points every team earns for completing the round).  
Teams ranked 6 will earn 5 points (in addition to the 10 points every team earns for completing the round).

In other words, the lowest possible score a team can earn for each graded round is 15 points. Note that with the individual assignments, practice rounds, and peer evaluation, the majority of points are easily earnable by simply completing the work. If you complete all components of the simulation from beginning to end and earn all possible points outside the graded rounds, the lowest grade you can earn on the Global DNA component of the course is a B. Your grade may be lower if you perform poorly on quizzes or your peer evaluations, or if you do not complete the Executive Development Program or practice rounds.

In the case of a tie, both teams get the high score; i.e., if two teams are ranked 1, both teams will earn 20 points.

**\*\*\*AGAIN: Please note that you must save and submit your decisions, and that once you have submitted your decisions, they are final, and the round, once closed, cannot be re-opened to make changes, no exceptions.\*\*\***

### Peer Evaluation

The simulation also includes two surveys that allow you to complete a peer evaluation of your team members, which will total 20 points, or 10% of your total simulation grade. See the grading scale below for more information. Each survey will be scaled to equal a total of 10 points.

Please note: These scores are based completely on your teammates' and your assessment of your work—I have no input. Therefore, if you are unhappy with the score you earned, it is not something I can change. Use this as an opportunity to communicate with your teammates so that you can improve your work together. In addition, once peer evaluations have been filled out and submitted, all scores are final and cannot be changed.

### Global DNA Help

If your team needs technical or substantive assistance, a team representative should contact [support@capsim.com](mailto:support@capsim.com) or 877-477-8787. Capsim can provide help with both technical issues and if you have questions about how to play the simulation. In addition, each industry will be assigned a TA that a team representative may contact. However, TAs will NOT tell you what decisions to make. They can offer you guidance and suggestions, but it is not their job to give you specific numbers to input in the simulation.

You can also find help files in Canvas on the bottom of the “Start Here” page. These documents are extremely useful and will help walk you through the simulation, as well as giving you tips and hints.

**\*\*\*Please note that the decisions your team makes are your own, and that neither Capsim, the TAs, nor I are responsible for any negative results you may incur as a result of advice, which can never take into account the decisions that other teams (including the computer team) may make.\*\*\***

### Team Mechanics

**\*\*An important note about team participation\*\*:** Be proactive and get in touch with your team as soon as you know who they are. Respond to teammates promptly. If your teammates can't reach you and contact the TAs or me asking for help contacting you, I will lower your simulation score by 10 points.

Everyone should contribute adequately to his/her team. If someone on your team is not pulling his/her own weight—and I cannot stress this enough—be proactive and deal with the situation **immediately**. Generally, poor-performing team members get a pass from their teammates at the beginning, they don't improve, and then

the rest of the team panics by the end of the term. However, if you contact me or the TAs for help toward the end of the simulation, it is too late for any intervention. With that in mind, I have created a process that you should follow **immediately** if at any time a team member is not performing adequately.

Follow these steps to deal with the situation:

- 1) Compile a list of issues/areas where the team member needs to improve that all other team members approve of. Convey this list to the other team member, preferably during a face-to-face (or Skype-to-Skype) team meeting. During the meeting, set specific goals for the team member and a timeline for meeting those goals. E-mail me and your assigned TA to let us know you are having a team meeting to deal with a member issue.
- 2) If Step 1 does not correct the problem, repeat Step 1 and warn the team member that the next step will be to kick him/her off the team. E-mail me and your assigned TA to let us know you are having a second meeting.
- 3) If your team decides to kick off a member, you need to
  - a) e-mail me and your assigned TA the lists of issues, goals, and timelines you presented to the team member in Steps 1 and 2. These documents should be dated when they occurred.
  - b) e-mail me and your assigned TA a one-page document signed by all team members stating why you are kicking off the person.

The member who has been kicked off will complete the simulation alone, playing against computer teams, and will earn no points for the peer evaluations.

### Cheating

Although you can and should work closely with your own team, it is considered cheating to communicate with other teams. Any attempts to do so will result in a failing grade on the assignment at a minimum, possibly a failing grade in the course, and referral to Student Conduct.

### Completion Survey

At the end of the semester, students are required to complete a survey about their experience with the simulation. (Please see due date in the calendar below.) There are no right or wrong answers—as long as you answer all questions, you will earn full credit.

### Simulation Extra Credit for Study Participation

The first time you log into Capsim, you will see a screen asking you to participate in a study I am conducting about teams and decision-making in international business. **\*\*\*Study participation DOES NOT REQUIRE ADDITIONAL WORK.\*\*\*** Agreeing to participate in the study just means that you will play the simulation with your team as you normally would, but that after the semester is complete, I will be able to use anonymized data from your teams to help answer some important research questions in this area.

By clicking “Agree,” you will automatically earn 10 extra credit points (on top of the 30 extra credit points available for students to earn, described below). If you DO NOT agree to participate in the study, you may also earn 10 extra credit points (on top of the 30 extra credit points available for students to earn, described below) in Yellowdig, also described below.

### Grading

Participation	(approx. 8.89%)
-Syllabus Quiz	30 points
-Survey 1	25 points

-Survey 2	25 points
Homework	200 points (approx. 22.22%)
Pop Quiz	20 points (2.22%)
Exam 1	200 points (approx. 22.22%)
Exam 2	200 points (approx. 22.22%)
Global DNA	(approx. 22.22%)
-Individual Stage	20 points (10 points for quizzes; 10 points for Executive Development Program)
-Group Stage 1	15 points (5 points per round)
-Group Stage 2	120 points (20 points per round)
-Completion Survey	25 points
<u>-Peer Evaluation</u>	<u>20 points</u> (10 points per survey)
Total	900 points

The following scale will be used to determine your final grade:

A	$\geq 837$	B-	$< 747 \geq 720$	D+	$< 630 \geq 603$
A-	$< 837 \geq 810$	C+	$< 720 \geq 693$	D	$< 603 \geq 567$
B+	$< 810 \geq 783$	C	$< 693 \geq 657$	D-	$< 567 \geq 540$
B	$< 783 \geq 747$	C-	$< 657 \geq 630$	E	$< 540$

The scale listed above is firm. Students should assume that 836.99 is followed by an infinite number of nines, and the rest of the cut-offs follow accordingly. No matter how close you may be to the next higher grade, I will not change your grade. Although I will gladly review your grade to make sure you are evaluated fairly, **I will not respond to e-mails asking for additional extra credit or grade changes.**

### **Extra Credit**

Each student has the opportunity to earn 40 extra credit points.

By agreeing to participate in the simulation study, you automatically earn 10 extra credit points, and you can earn 30 additional points by participating in Yellowdig, described below.

If you do not agree to participate in the simulation study, you can earn 40 points by participating in Yellowdig, described below.

Yellowdig is an online forum for student interaction and co-learning. You can access Yellowdig in the Canvas course website by clicking on the “Yellowdig” button on the left-hand navigation bar. Once in Yellowdig, you can respond to posts from me, from TAs, from other students, or create your own. **Only a certain number of points will be available to earn every week; in other words, in order to earn all 30 extra credit points, you must participate every week.** You earn points for posting, responding, and for having people “like” your posts, and you will see point leaders on the top of the page. Weekly, TAs will pick a top poster, and that poster will earn an “instructor’s badge” and an additional point (on top of the 40 total possible).

### **Academic Honesty**

You are expected to abide by the university’s rules for academic honesty. These are available for your review at <http://www.dso.ufl.edu/judicial/academic.php>. Cheating, having access to a cell phone during exams, and any other action that violates these rules will be prosecuted to the fullest extent. It should be noted that

- 1) **creating an excuse to take a makeup exam that cannot be verified constitutes cheating**
- 2) **communicating with other teams in Global DNA is cheating**

- 3) **claiming to have completed online work that you did not, in fact, complete, is cheating. Recall that I can and do monitor students' work in Canvas, Pearson, and Capsim.**

At the beginning of each exam and the Pop Quiz, you must answer a question stating that you agree to abide by the university's honor code. If you do not answer the question, or if you disagree, you will fail that assessment.

### **Accommodations**

Students with disabilities requesting accommodations should first register with the Disability Resource Center by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to me when requesting accommodations. **I must receive requests for accommodations by the end of drop/add, Friday, August 26, 5:00 p.m.** For more information, please visit <https://www.dso.ufl.edu/drc> or call 352-392-8565.

### **UF Grading Policies**

See information on the university's grading policies here:

<https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

### **UF Faculty Evaluations**

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results>.

### **Grievance Process**

Should you have issues with your experience in this course that cannot be resolved with the professor, department, or program, please visit <http://www.distance.ufl.edu/student-complaints> if you are an online student or [https://www.dso.ufl.edu/documents/UF\\_Complaints\\_policy.pdf](https://www.dso.ufl.edu/documents/UF_Complaints_policy.pdf) if you are an on-campus student.

### **Campus Resources for Health and Wellness**

U Matter, We Care: If you or a friend is in distress, please contact [umatter@ufl.edu](mailto:umatter@ufl.edu) or 352-392-1575 so that a team member can reach out to the student.

Counseling and Wellness Center: <http://www.counseling.ufl.edu/cwc/Default.aspx>, 392-1575

University Police Department: 392-1111 or 9-1-1 for emergencies, or <http://www.police.ufl.edu/>

Sexual Assault Recovery Services (SARS), Student Health Care Center, 392-1161

### **Additional Academic Resources**

Career Resource Center, Reitz Union, 392-1601. Career assistance and counseling. <http://www.crc.ufl.edu/>

Library Support, <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using the libraries or finding resources.

Teaching Center, Broward Hall, 392-2010 or 392-6420. General study skills and tutoring.

<http://teachingcenter.ufl.edu/>

Writing Studio, 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers.

<http://writing.ufl.edu/writing-studio/>

### Class Schedule

**\*\*\*NOTE: I may update the syllabus during the semester with changes or additions. I will send out an announcement via Canvas when I do. Make sure to keep up-to-date with additions and changes.\*\*\***

**\*\*\* During class or in Canvas announcements, I may also assign online readings and/or videos from recent news if they are relevant to the topics we are discussing. These may appear on exams.\*\*\***

**\*\*\*Note that all deadline and exam times are U.S. Eastern time.\*\*\***

DATE	IN-CLASS WORK	HOMEWORK/ASSIGNMENTS
Mon., Aug. 22	-Introduction -Review of Syllabus, Canvas, Global DNA Simulation	-Read Chapter 1 <b>-All homework assignments open, 9 a.m.</b> <b>-All extra credits open, 9 a.m.</b> <b>-Global DNA Executive Development Program open, 9 a.m.</b> <b>-Global DNA Article quizzes open, 9 a.m.</b>
Wed., Aug. 24	-Chapter 1: An Overview of International Business	
Mon., Aug. 29	-Chapter 1: An Overview of International Business	-Read Chapter 2
Wed., Aug. 31	-Chapter 2: Global Marketplaces & Business Centers	
Fri., Sept. 2		<b>-Deadline to authorize charges for Capsim and Pearson <u>AND</u> log in to Capsim and Pearson via Canvas, 11:59 p.m.</b> <b>-Syllabus Quiz due, 11:59 p.m.</b> <b>-Survey 1 due, 11:59 p.m.</b>
Mon., Sept. 5	<b>-LABOR DAY—UNIVERSITY CLOSED</b>	
Wed., Sept. 7	-Chapter 2: Global Marketplaces & Business Centers	
Mon., Sept. 12	-Chapter 2: Global Marketplaces & Business Centers	-Read Chapter 3 <b>-Global DNA Executive Development Program due, 11:59 p.m.</b> <b>-Global DNA Article quizzes due, 11:59 p.m.</b>
Wed., Sept. 14	-Chapter 3: Legal, Technological, Accounting, & Political Environments	
Mon. Sept. 19	-Chapter 3: Legal, Technological, Accounting, & Political Environments -Chapter 3 Intellectual Property Rights Case Study	-Read Chapter 4
Wed., Sept. 21	-Chapter 4: The Role of Culture	

Mon., Sept. 26	-Chapter 4: The Role of Culture	-Read Chapter 5 <b>-Global DNA Practice Round 1 due, 11:59 p.m.</b>
Wed., Sept. 28	-Chapter 5: Ethics & Social Responsibility in International Business	
Mon., Oct. 3	-Chapter 5: Ethics & Social Responsibility in International Business	-Read Chapter 6 <b>-Global DNA Practice Round 2 due, 11:59 p.m.</b>
Wed., Oct. 5	-Chapter 6: International Trade and Investment	
Thurs., Oct. 6	<b>-Exam 1—8:20 p.m. – 10:10 p.m., Chapter 1-5, current events</b> <ul style="list-style-type: none"> <li>• <b>On-campus students (live and online): Locations TBA</b></li> <li>• <b>UFOonline students: ProctorU</b></li> <li>• <b>Study Abroad students: Check program websites</b></li> </ul>	<b>-Chapter 1-5 homework assignments due, 11:59 p.m.</b>
Mon. Oct. 10	-Chapter 6: International Trade and Investment	
Wed., Oct. 12	-Chapter 7: The International Monetary System & the Balance of Payments	
Mon., Oct. 17	-Chapter 7: The International Monetary System & the Balance of Payments	-Read Chapter 8 <b>-Global DNA Practice Round 3 due, 11:59 p.m.</b> <b>-Global DNA Peer Evaluation 1 Due, 11:59 p.m.</b>
Wed., Oct. 19	-Chapter 8: Foreign Exchange & International Financial Markets	
Mon., Oct. 24	-Chapter 8: Foreign Exchange & International Financial Markets	<b>-Global DNA Round 1 due, 11:59 p.m.</b>
Wed., Oct. 26	-Chapter 8: Foreign Exchange & International Financial Markets	-Read Chapter 9
Mon., Oct. 31	-Chapter 9: Formulation of National Trade Policies	<b>-Global DNA Round 2 due, 11:59 p.m.</b>
Wed., Nov. 2	-Chapter 9: Formulation of National Trade Policies	-Read Chapter 10
Mon., Nov. 7	<b>-Exam 2—8:20 p.m. – 10:10 p.m., Chapter 6-9, current events</b> <ul style="list-style-type: none"> <li>• <b>On-campus students (live and online): Locations TBA</b></li> <li>• <b>UFOonline students: ProctorU</b></li> </ul> <b>Study Abroad students: Check program websites</b> -Chapter 10: International Cooperation Among Nations	<b>-Chapter 6-9 homework assignments due, 11:59 p.m.</b>
Wed., Nov. 9	-Chapter 10: International Cooperation Among Nations	
Mon. Nov. 14	-Chapter 10: International Cooperation Among Nations	-Read Chapter 12 <b>-Global DNA Round 3 due, 11:59 p.m.</b>
Wed., Nov. 16	-Chapter 12: Strategies for Analyzing & Entering Foreign Markets	

Mon., Nov. 21	-Chapter 12: Strategies for Analyzing & Entering Foreign Markets	<b>-Global DNA Round 4 due, 11:59 p.m.</b>
Wed., Nov. 23	<b>-THANKSGIVING BREAK—UNIVERSITY CLOSED</b>	
Mon., Nov. 28	-Chapter 12: Strategies for Analyzing & Entering Foreign Markets -Chapter 13: International Strategic Alliances	-Read Chapter 13 -Read specified pages in Chapters 16-17 <b>-Survey 2 due, 11:59 p.m.</b>
Wed., Nov. 30	-Chapter 13: International Strategic Alliances -Chapter 16: Product Policy (pp. 454-457) -Chapter 16: Promotion Issues & Decisions (pp. 461-465)	-Read specified pages in Chapters 16-17
Mon. Dec. 5	-Chapter 16: Distribution Issues & Decisions (pp. 466-469) -Chapter 17: International Services Operations (pp. 489-491) <b>-Makeup Exam—8:00 p.m. – 10:00 p.m., Chapters 1-9, current events</b> <ul style="list-style-type: none"> <li>• <b>On-campus students (live and online): Location HVNR 140</b></li> <li>• <b>UFOonline students: ProctorU</b></li> </ul> <b>Study Abroad students: Check with program staff</b>	<b>-Global DNA Round 5 due, 11:59 p.m.</b>
Wed., Dec. 7	-Anthony Bourdain, <i>Parts Unknown</i> , Shanghai, China	<b>-Chapters 10, 12-13, 16-17 homework assignments due, 11:59 p.m.</b> <b>-All extra credits due, 11:59 p.m.</b>
Mon., Dec. 12		<b>-Global DNA Round 6 due, 11:59 p.m.</b> <b>-Global DNA Peer Evaluation 2 Due, 11:59 p.m.</b> <b>-Global DNA Completion Survey Due, 11:59 p.m.</b>