

Dr. Amanda Phalin

Office: Stuzin 301F

Phone: 352-392-6527

E-mail Dr. Phalin: amanda.phalin@warrington.ufl.edu

Office Hours: Monday, Tuesday, and Wednesday, 2:00 p.m. – 3:00 p.m.

Required Materials

- A digital coursepack from Harvard Business Publishing can be purchased at an approximate cost of \$88. A link to the digital coursepack is available on the left-hand side navigation bar in Canvas, or it can be accessed at **TBA**.

Course Content and Objectives

This is a case- and team-based course focusing on the entire spectrum of managing a global business, from industry and competitor analysis to innovation and competitive advantages, among other topics.

This course is designed to introduce you to key concepts in:

- Global competitive strategy
- Competitive analysis
- Competitive advantage
- Managing globally

The structure of this course is also designed to give you significant experience working in group settings, both within groups and between groups—a skill that is highly desired by top employers.

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 in Canvas login site: <http://elearning.ufl.edu/>. Log in to the website using your GatorLink user name and password. Choose MAN 6636 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 Canvas 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/>.

Office Hours

See times above. Feel free to come by during office hours, or to make an appointment with me for other times if you are not available.

Course Communications

I DO NOT use e-mail messaging in Canvas. If you need to reach me, e-mail me at amanda.phalin@warrington.ufl.edu.

Announcements concerning the class will typically be made during lectures and via Canvas announcements. **Students are responsible for checking Canvas announcements daily;** students are responsible for the consequences of having missed messages.

If you send me an e-mail, you should receive a reply within 24 hours, excluding weekends and holidays. (In other words, if you send an e-mail 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. **I do not respond to questions posted on the discussion board.** You are free to create discussions among yourselves, and I encourage you to do so.

Technology Help

If you experience problems with Canvas, **I CANNOT HELP YOU.** This is not because I don’t want to help you, but because I 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/>.

Grading*

4-A Group Case Presentations	32 (8 presentations, 4 points each)
Group Intl. Business Current Event	
Presentation	5
Summary	5
Peer Evaluation 1	5
Peer Evaluation 2	5
Article Quizzes	12 (6 quizzes, 2 points each)
Executive Summary	20
Attendance/Participation	
Attendance	6
Participation	10
<hr/>	
Total	100 points

*Rubrics are provided for every grading component; see assignments in Canvas, as well as the “Syllabus” page.

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

A	≥ 93
A-	< 93 ≥ 90
B+	< 90 ≥ 87
B	< 87 ≥ 83
B-	< 83 ≥ 80
C+	< 80 ≥ 77
C	< 77 ≥ 73
C-	< 73 ≥ 70
D+	< 70 ≥ 67
D	< 67 ≥ 63
D-	< 63 ≥ 60
E	< 60

The scale listed above is firm. Students should assume that 89.99 is followed by an infinite number of nines, and the rest of the cut-offs follow accordingly.

Group Assignments

The class is divided into 8 groups. You will work together with your group for the duration of the course on the assignments described below. Whatever grade your group earns on a project, that is the grade each individual in the group earns for that project. ****NOTE: Professional attire is strongly recommended for presentations.****

1) “4-A”¹ Group Case Presentations

Each group will present on each case covered this module; in other words, each group will make 8 presentations.

We will divide each case into four parts, and in each class session, two groups will present on one of the four parts. (Please see the class calendar below for more information.)

Assessment presentations: Present the facts of the case. What is/are the primary issue/s at hand? How is the company/industry doing financially? Who are the major players? What is company/industry’s existing strategy/business model? In other words, what strategies does it currently employ to add value for customers and stockholders in its business design, operations, delivery, or other areas? Avoid providing judgments about the company/industry; merely present the current state of affairs.

Aalysis presentations: Apply the facts of the case. What are the biggest challenges the company/industry currently faces? How well are they dealing with these challenges? What qualitative and quantitative tools and frameworks can you use from our foundational readings (CAGE, AAA, Five Forces, etc.) as well as others (SWOT, etc.) to judge the effectiveness of the company/industry? Avoid providing solutions to challenges faced; merely present what the challenges are and your judgment regarding how well the company/industry is facing those current challenges.

Actions presentations: Recommend course/s of action. State the options for the company/industry to deal with current challenges. What do you recommend and why? How would you implement these recommendations? Assuming your recommendations are adopted, what would be their short-, medium-, and long-term impacts on the company/industry? If your recommendations are NOT adopted, what do you expect to happen to the company/industry in the short, medium, and long term? In other words, if you don’t think the company/industry would or would be able to actually adopt your recommendations, what do you expect to happen to the company/industry in the short, medium, and long term?

Appreciation presentations: Provide a conclusion. What are your main takeaways from this case? What did you learn from this case that you did not know, either about the company, industry, or business strategy in general? How has this case reinforced or changed your opinion about the company, industry, or business strategy in general? Are there any questions that remain unanswered that the class should explore further?

Each presentation should be no more than 10 minutes. You are not required to submit anything in writing; ***however, you may share your work with other groups—and I encourage you to do so—to coordinate and avoid repetition.*** In fact, this is a key part of the way this class is structured, not only working within groups, but learning to manage work ***across*** groups and functionalities as well. Groups have significant leeway in making their presentations. You may be as creative as you wish, using role-playing, videos, and/or other

¹ The “4-A” concept is adapted from Dr. Paul Miesing, <http://www.albany.edu/faculty/miesing/teaching/glostrat.pdf>.

multimedia elements if you so choose. (You may earn extra-credit points for this; see the grading rubrics for more information.) Please note, however, that any creative elements introduced into your presentation should enhance the class' understanding of the issues at hand and not be used for their own sakes.

Additional Requirements:

- Be sure to focus more on the international aspects of cases.
- Most of the cases are a few years old, so presentations should include updated information.
- Make sure to practice your presentations. The time limit is enforced, and speaking skills are part of the grade. (See grading rubrics for more information.)
- Prezi.com is a good resource to use for making all your group presentations. PowerPoints are also acceptable.
- The UF Business Library is an excellent resource for industry and firm research:

<http://businesslibrary.uflib.ufl.edu/home>

- You may divide work in any way your group members so choose.

2) *Group International Business Current Event and Written Summary*

On the day assigned, each group will present a summary of an international business story in the news. The group may distribute an article, play a video, play a radio story, or use any multimedia you choose. Again, be as creative as you like, both in the topic chosen and how you present it, as long as it has an international business focus. (You may earn an extra-credit point for especially creative presentations; see the grading rubrics for more information.) The presentation should be no longer than 15 minutes. The group should also be prepared to lead a 10-minute class discussion on the current event, so bring relevant questions to spark discussion. Before presenting, the group should submit its summary in a Word document in Canvas*, and be sure to include the group number in the file name. The summary should be 1 page double-spaced in Times New Roman 12-point font with 1-inch margins on all sides. Supporting materials (charts, graphs, tables, etc., may be in addition to the 1 page if necessary.) Include the names of all group members under the title of the summary in alphabetical order.

(*To submit documents, click on the "Assignments" tab on the navigation bar on the left-hand side of the course site. Next, click on the relevant assignment. Then you will see all information, including the grading rubric, for that assignment. Submit your group's assignment by clicking the "Submit" button on the top right-hand page. The first person listed in your Canvas group is responsible for submitting all assignments).

Additional Requirements:

- Your story should have an international focus, and it should be recent, within the last 4–6 weeks before your presentation.
- Connect the story to any of our class discussion readings and/or cases.
- Here are examples of stories that would be appropriate (but are now too old):

"Procter and Gamble's Global Reach Changing": <http://www.usatoday.com/story/money/business/2014/09/07/procter--gambles-global-reach-changing/15205713/>

"Netflix Accelerates Ambitious Global Expansion as U.S. Growth Slows": http://www.nytimes.com/2015/01/21/business/media/netflix-earnings.html?_r=0

"Dollar Worries for Emerging Markets": <http://blogs.wsj.com/moneybeat/2014/09/15/dollar-worries-for-emerging-markets/>

"European Stocks Buoyed by European Central Bank's Bond Buying": <http://www.thestreet.com/story/13079302/1/european-stocks-buoyed-by-european-central-banks-bond-buying.html>

- The story may be about a specific company (as the *USA Today* and *New York Times* articles are above), or it can be broader, about an industry, country, region, or general global economic trend (as the *Wall Street Journal*

and *The Street* pieces are above). As long as it is related to international business, is recent, and you can connect it to concepts covered in class, it is fair game.

--Make sure to practice your presentations. The time limit is enforced, and speaking skills are part of the grade. (See grading rubrics for more information.)

--Review the written summary carefully. As you'll see in the rubric and grading table, it counts for a significant portion of the grade.

--You may divide work in any way your group members so choose.

3) *Group Peer Evaluation 1, Peer Evaluation 2*

At two points during the term (Nov. 16 and Dec. 7), each group member will have the opportunity to rate themselves and their other group members in the following five areas on a scale of 1 (strongly disagree) to 5 (strongly agree):

1. The team member attends all meetings as scheduled and is always well prepared for them. ("Meetings" can occur in person, online, or via phone.)
2. The team member responds to team communications in a timely manner.
3. The team member offers consistently high-quality contributions that improve our team's performance.
4. The team member is courteous and professional in all team interactions. (Online, in person, or via phone.)
5. The team member is open to others' opinions.

The evaluations are available on the left-hand side navigation bar in Canvas and open one week before they are due. The responses are anonymous and will generate an average score for each group member between 1 and 5 for each question. After Peer Evaluation 1 has been completed, I will generate a report for each student, to be posted under the "Comments" section in the Gradebook Peer Evaluation 1 assignment, where each student will be able to see his/her average score for each question. This should provide some useful feedback. If, for example, you rated yourself a "5" for question 5 but your average is 1.8 or 2.6, then you know the rest of your group may perceive your actions differently than you do, and you can communicate and adjust accordingly.

I will not provide a question-by-question report after Peer Evaluation 2, but you will be able to see your grade in Canvas. Each evaluation has a total of 25 possible points, and your average score will be rescaled to the 5-point total outlined in the grading table of this syllabus. ****Please note: Once peer evaluation ratings are submitted, they are final and cannot be changed. In addition, I have nothing to do with these points; you earn them from your teammates, so I cannot change them****

Individual Assignments

1) *Attendance and Participation*

Because this is a case- and team-based course, thoughtful, engaged participation is key to the learning process and is therefore an important part of your overall grade. You should arrive on time and be ready to learn.

Students should attend every class; **missing more than two classes will lower your final grade by 5 points.**

Arriving late to class will count as a ½ absence.

Students should be thoroughly prepared to answer questions regarding articles and cases at any time, and should also offer observations and comments that **add substantively to discussions**. You will lose 1 point each time you are unprepared to answer a question. You should also questions and/or make comments that add **substantively** to class discussion at least five times during the module.

****I keep track of attendance and participation in class discussions. Therefore, please be sure to bring your name card to every class.****

2) *Article Quizzes*: We will be discussing and analyzing six foundational readings at the beginning of the course. You are required to complete multiple-choice quizzes about these articles by 11:59 p.m. the day before we discuss them in class. There are 6 quizzes. Each quiz is worth 2 points and contains 5 questions.

At the beginning of each article 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 the quiz.

*****Very important note: These quizzes should be completed individually. They are open-article and open-note, but you SHOULD NOT consult your classmates about these assignments or their contents. Giving aid and/or receiving aid while working on these quizzes is forbidden, is considered cheating, and will result in a failing grade in the course. I will also refer you to Student Conduct, which may apply further sanctions, including expulsion from the university.*****

3) *Executive Summary*:

Students will choose a **case** (not an article) from the course pack and prepare a 2-page executive summary of it in double-spaced Times New Roman 12-point font with 1-inch margins on all sides. See the calendar for the due date. Submit the summary as a Word document in Canvas* and be sure to include your last name in the file name. Late papers will not be accepted.

In the summary, students should demonstrate a deep understanding of the most important elements in the case and be able to present the issues clearly and concisely. The cases DO NOT provide you with enough information about the topics they cover. The cases should be considered a starting point for you to conduct in-depth, original research about the company/industry's global strategies. You don't necessarily need to follow the case's organization; if you think it makes sense to present topics in a different order, please do so. Tie case elements back to the reading that is paired with your group's case (see calendar) when helpful. Also feel free to employ other analytical models, such as Porter's Diamond, Porter's Five Forces, AAA, CAGE and SWOT.

Additional Requirements:

--I want to see if you can pick out the most important aspects of the case and present them clearly. To that end, focus less on the background and history provided in cases and more on the present and future. In addition, focus more on the international aspects of cases.

--Connect points in the case back to the concepts we discuss in the reading paired with your group's case.

--Most of the cases are a few years old, so presentations should include updated information.

(*To submit documents, click on the "Assignments" tab on the navigation bar on the left-hand side of the course site. Next, click on the relevant assignment. Then you will see all information, including the grading rubric, for that assignment. Submit your assignment by clicking the "Submit" button on the top right-hand page.)

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, plagiarism, and any other action that violates these

rules will be prosecuted to the fullest extent. To ensure academic integrity, individualized assessments are created, and each student will receive the same number of and type of questions from internal test banks.

A Note on Plagiarism

It is **NEVER** acceptable to cut and paste material from a source and put it in a paper, summary, presentation, etc., unless it is in quotation marks and you clearly state from where the quote comes—even if you are quoting a case. **Even if you plagiarize accidentally, this is considered cheating and will be treated as such.** I expect your work to contain original writing and original ideas using your research to support them. Moreover, Wikipedia and other non-verified sources (about.com, infoplease, Yahoo! Answers, etc.) are not valid sources for any assignments in this class.

If at any time you have questions about plagiarism and/or sourcing, please refer to the section in the syllabus dealing with academic honesty, or make an appointment to see me.

Turnitin

When you upload your assignments to Canvas, they will be run through Turnitin, and you will be able to access the Turnitin report to help you avoid plagiarism. ****In order for Turnitin to function properly, do not use any special formatting or images on your cover page (if you choose to have one—they are not required).****

Turnitin will provide you with a percentage score stating how much of your writing is from other sources; just because you have a low score does not mean that you have not plagiarized. Regardless of your Turnitin score, you need to access the report and examine every highlighted section to see if you have accidentally included anything without quotations and/or attribution.

Accommodations

Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, www.dso.ufl.edu/drc/) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodations. Students with disabilities should follow this procedure as early as possible in the semester.

UF Grading Policies

For information on the university's grading policies, please visit:
<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>.

Counseling and Emergency Assistance

Your well-being is important to the University of Florida. The U Matter, We Care initiative is committed to creating a culture of care on our campus by encouraging members of our community to look out for one another and to reach out for help if a member of our community is in need. If you or a friend is in distress, please

contact umatter@ufl.edu so that the U Matter, We Care Team can reach out to the student in distress. A nighttime and weekend crisis counselor is available by phone at 352-392-1575. The U Matter, We Care Team can help connect students to the many other helping resources available including, but not limited to, Victim Advocates, Housing staff, and the Counseling and Wellness Center. Please remember that asking for help is a sign of strength. In case of emergency, call 9-1-1.

Class Schedule

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

DATE	IN-CLASS WORK	READING to do BEFORE coming to class
Mon., Oct. 24	-Introduction: Syllabus, Canvas -Introduction to UF's Online Business Library	
Wed., Oct. 26	-Introduction: Syllabus, Canvas -Ice Breakers -Brief Encounters Game	
Mon., Oct. 31	-Current Event -Class Discussion 1: What Is Strategy -Class Discussion 2: Five Forces Model	-Porter, "What Is Strategy?" -Porter, "The Five Competitive Forces That Shape Strategy"
Wed., Nov. 2	-Current Event -Class Discussion 3: Competitive Advantage of Nations -Class Discussion 4: AAA Model	-Porter, "Competitive Advantage of Nations" -Ghemawat, "Managing Differences: The Central Challenge of Global Strategy"
Mon., Nov. 7	-Current Event Group 1 -Class Discussion 5: CAGE Model -Class Discussion 6: Strategies That Fit Emerging Markets"	-Ghemawat, "Distance Still Matters: The Hard Reality of Global Expansion" -Khanna, Palepu, Sinha, "Strategies That Fit Emerging Markets"
Wed., Nov. 9	-Current Event Group 2 -Case: The Wine Industry Groups 1-2: Assessment Groups 3-4: Analysis Groups 5-6: Actions Groups 7-8: Appreciation	-Inkpen & Phillips, "The Wine Industry"
Mon., Nov. 14	**Class Starts late, at 10:30 a.m.** -Case: Walmart Around the World Groups 3-4: Assessment Groups 5-6: Analysis Groups 7-8: Actions Groups 1-2: Appreciation	-"Walmart Around the World"
Wed., Nov. 16	**Group Peer Evaluation 1 Due, 11:59 p.m.** -Current Event Group 3 - Case: L'Oréal: Global Brand, Local Knowledge Groups 5-6: Assessment Groups 7-8: Analysis Groups 1-2: Actions Groups 3-4: Appreciation	-Henderson & Johnson, "L'Oréal: Global Brand, Local Knowledge"

Mon., Nov. 21	-Current Event Group 4 -Case: Cola Wars Continue: Coke vs. Pepsi in the 21 st Century Groups 7-8: Assessment Groups 1-2: Analysis Groups 3-4: Actions Groups 5-6: Appreciation	-Yoffie & Wang, “Cola Wars Continue: Coke and Pepsi in 2010”
Wed., Nov. 23	THANKSGIVING BREAK—UNIVERSITY CLOSED	
Mon., Nov. 28	-Current Event Group 5 -Case: The Global Oil and Gas Industry Groups 1-2: Assessment Groups 3-4: Analysis Groups 5-6: Actions Groups 7-8: Appreciation	-Inkpen, “The Global Oil and Gas Industry”
Wed., Nov. 30	-Current Event Group 6 -Case: LG Electronics Groups 3-4: Assessment Groups 5-6: Analysis Groups 7-8: Actions Groups 1-2: Appreciation	-Ramaswamy, “LG Electronics: Global Strategy in Emerging Markets
Mon., Dec. 5	**Executive Summary Due, 11:59 p.m.** -Current Event Group 7 -Case: Vice Media Groups 5-6: Assessment Groups 7-8: Analysis Groups 1-2: Actions Groups 3-4: Appreciation	-Alvi, “Vice Media: Competitive Advantage and Global Expansion
Wed., Dec. 7	**Group Peer Evaluation 2 Due, 11:59 p.m.** -Current Event Group 8 -Case: Apple in China Groups 7-8: Assessment Groups 1-2: Analysis Groups 3-4: Actions Groups 5-6: Appreciation	-Teagarden, “Apple in China”
Fri., Dec. 9		