

Dr. Amanda Phalin

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Office Hours: Monday, Tuesday, and Wednesday, 2:00 p.m. – 3:00 p.m., Bryan Hall 233A and at <https://ufl.zoom.us/j/4753912414> (Meeting ID 475-391-2414)

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>. Any violation of these rules, no matter how minor, will cause you to be assigned an "E" for the course. ****TO REPEAT****: Any attempt at cheating, **including unintentional plagiarism** (see p.p. 7–8), will result in you being assigned a failing course grade, no exceptions. It should also be noted that behaviors that would assist others in engaging in acts of academic dishonesty will be considered a violation of the University of Florida Student Honor Code and will result in the offender being assigned an "E" for the course. In other words, if you know of an academic violation and you do not report it, this in itself can be considered an academic violation and will be treated as such. Note:

- 1) **Creating an unverifiable excuse to make up work or miss class is cheating. Any excuse for missing class (illness, professional obligations, etc.,) must be verified by the Dean of Students Office.**
- 2) **Claiming to have completed online work that you did not, in fact, complete, is cheating. I can and do monitor students' work in Canvas and Capsim.**
- 3) **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, that can be considered cheating, and you will fail that assessment.**
- 4) **Ignorance of the University Honor Code is not a defense against cheating. It is your responsibility to know and understand what constitutes an academic violation, to refrain from those behaviors, and to report those who engage in those behaviors.**

Deadlines

As you will see, this class contains many assignments with many deadlines. When I say "late assignments are not accepted, no exceptions," ****TAKE ME SERIOUSLY. BELIEVE ME. I MEAN IT.**** You all are graduate students, capable of managing your time and meeting deadlines. If you miss an assignment deadline, that is 100% your responsibility, and I will not make exceptions for you—it is unfair to all the students who complete the work on time. Put all deadlines into your calendar and/or create reminders in your phone so you don't miss anything.

Required Materials

- A digital coursepack from Harvard Business Publishing can be purchased at an approximate cost of \$59.50. A link to the digital coursepack is available on the left-hand side navigation bar in Canvas, or it can be accessed at <http://cb.hbsp.harvard.edu/cbmp/access/70679941>.

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 advantage
- Competitive analysis
- Managing globally

The structure of this course is also designed to give you significant experience working in group settings—both within and across teams—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. Come by or hop online then, or make an appointment with me for other times.

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, but because I do not have the capability to do so. Call 352-392-HELP or see <http://helpdesk.ufl.edu/>.

If you experience problems with Capsim–Teammate, **I CANNOT HELP YOU.** This is not because I don't want to, but because I do not have the capability to do so. Contact support@capsim.com or 877-477-8787.

If you experience problems with the digital coursepack, **I CANNOT HELP YOU.** This is not because I don't want to, but because I do not have the capability to do so. Visit <https://cb.hbsp.harvard.edu/cbmp/pages/content/contactus>, call 800-545-7685, or e-mail custserv@hbsp.harvard.edu.

Grading*

4-A Group Case Presentations	16 (4 presentations, 4 points each)
4-A Group Case Reports	16 (4 reports, 4 points each)
Group Intl. Business Current Event	
Presentation	4
Summary	4
Peer Assessment 1	5
Peer Assessment 2	5
Team Assessment	4 (completion points)
Peer Grading-4-A Case Reports	4 (1 point for each report)
Article Quizzes	12 (6 quizzes, 2 points each)
Executive Summary	20
Attendance/Participation	
Attendance	5
Participation	5
<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	B-	$< 83 \geq 80$	D+	$< 70 \geq 67$
A-	$< 93 \geq 90$	C+	$< 80 \geq 77$	D	$< 67 \geq 63$
B+	$< 90 \geq 87$	C	$< 77 \geq 73$	D-	$< 63 \geq 60$
B	$< 87 \geq 83$	C-	$< 73 \geq 70$	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 (business casual at a minimum) is strongly recommended for presentations.****

We will use the “4-A” method to explore eight cases together this semester, and it is described in detail below.

1) “4-A”¹ Group Case Presentations and Peer-Graded Reports

Each group will present or write on each case covered this module: Each group will make four presentations and write four reports. We will divide each case into four parts, and in each class session, four groups will present on the four parts, and the four other groups will submit a written report on the four parts, which another group will grade.

Assessment presentations/reports: 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 the 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.

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

Analysis presentations/reports: 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 currently facing those challenges.

Actions presentations/reports: 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 could actually adopt your recommendations, what do you expect to happen to the company/industry in the short, medium, and long term?

Appreciation presentations/report: 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?

Presentations

Each presentation, which is graded by Dr. Phalin, should be no more than 10 minutes, with 5 minutes for questions. (See the class calendar below for a detailed schedule.) You are not required to submit anything in writing; **however, you should share your work with other groups 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 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 in your presentation should enhance the class' understanding of the issues at hand and not be used for their own sakes.

Peer-Graded Reports—Writing Groups

Written reports are due at the time class begins, 9:35 a.m., the day the case is being presented. (See the class calendar below for a detailed schedule.) **LATE ASSIGNMENTS ARE NOT ACCEPTED, NO EXCEPTIONS.**

Reports should be .doc or .docx files, 2 pages 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 2 pages if needed. Include the names of all group members under the title of the summary in alphabetical order. Do not use any special fonts or graphics on your cover page (if you have one—they are not required). In the file name, be sure to include the *group number* and *type of report* (Assessment, Analysis, Actions, or Appreciation).

You need to submit your reports in TWO PLACES to (1) complete a plagiarism check AND (2) allow your report to be graded:

--Submission 1—Plagiarism Check: Click on the “Assignments” tab on the left-hand navigation bar of the course site. Next, scroll to “Group Case Reports” and upload your report under the correct “A.” You will be able to access your Turnitin plagiarism report immediately. Review it fully and carefully and make any changes/corrections necessary.

--Now you are ready for Submission 2—Final Report: Click on the “Discussions” tab on the left-hand navigation bar of the course site. Next, click on the relevant discussion thread and hit reply. In the reply, you can upload the final, plagiarism-checked version of your report. This is the report that will be peer graded. Once the report is peer-graded, I will review the peer grading and input your score in the assignment where you uploaded Submission 1. This process will take about a week, so do not be concerned if you see a “0” score for several days after uploading your report.

Peer-Graded Reports—Grading Groups

In general, peer grading of reports submitted on Mondays is due on Fridays at 11:59 p.m. Peer grading of reports submitted Wednesday is due on Sundays at 11:59 p.m. (Some changes may be made due to holidays—Please see the class calendar below for details.) **LATE GRADING IS NOT ACCEPTED, NO EXCEPTIONS.**

To grade your group’s assigned reports, click on the “Discussions” tab on the left-hand navigation bar of the course site. Next, click on the relevant discussion thread and download the four documents from the replies. Using the rubric provided on the “Syllabus” page, grade each report USING TRACK CHANGES MODE. In the text of the report, make corrections or improvements, and ask questions about anything you think is unclear. At the end of the report, indicate 1) points earned for each criterion and 2) the total score.

When you are finished grading, upload your graded report (.doc or .docx file) to the relevant peer-grading assignment on the “Assignments” page. I will review your grading and grade your grading using the rubric developed for this. Each peer-grading assignment is worth 1 point, for a total of 4 peer-grading points.

Additional Requirements for both Presentations and Reports:

--The cases should be considered a STARTING POINT for you to conduct in-depth, original research about the company/industry; if you are presenting/reporting only information found in the case with no original research and updates, then you will earn a low score.

--Be sure to focus more on the international aspects of cases.

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

--Any statements, arguments, assertions, or opinions in your presentations and reports MUST be supported by evidence, data, proof, and citations. You will lose points for unsupported argumentation.

--Make sure to practice your presentations. The time limit is enforced, and speaking skills are part of the rubric.

--Make sure to proofread your writing carefully. Use these resources to identify the most common writing errors students make:

<https://undergrad.stanford.edu/tutoring-support/hume-center/resources/student-resources/grammar-resources-writers/top-twenty-errors-undergraduate-writing>

<https://www.grammarly.com/blog/top-10-student-writing-mistakes-finals-edition/>

--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>

--Wikipedia and other non-verified sources (about.com, infoplease, Yahoo! Answers, etc.) are not valid sources for any assignment in this course.

--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 10 minutes. (The 10 minutes is in addition to any video you may share with the class.) The group should also be prepared to lead a 5-minute class discussion on the current event, so bring relevant questions to spark discussion. Before presenting, the group should submit its summary in a .doc or .dox file 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 needed.) 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 be international, and it should be recent, within 4–6 weeks before the 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.

--Any statements, arguments, assertions, or opinions in your presentations and reports MUST be supported by evidence, data, proof, and citations. You will lose points for unsupported argumentation.

--Make sure to practice your presentations. The time limit is enforced, and speaking skills are part of the rubric.

--Review the written summary carefully. As you’ll see in the rubric and grading table, it counts for a significant portion of the grade. Again, use these resources to identify the most common writing errors students make:

<https://undergrad.stanford.edu/tutoring-support/hume-center/resources/student-resources/grammar-resources-writers/top-twenty-errors-undergraduate-writing>

<https://www.grammarly.com/blog/top-10-student-writing-mistakes-finals-edition/>

--Wikipedia and other non-verified sources (about.com, infoplease, Yahoo! Answers, etc.) are not valid sources for any assignment in this course.

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

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

At two points during the term (Nov. 15 and Dec. 6), each group member will have the opportunity to rate themselves and their other group members using the Capsim-Teammate program, accessed via Canvas. The evaluations open one week before they are due. The responses are anonymous, but you will be able to see how your teammates rated you overall vs. how you rated yourself. ****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.****

As soon as teams are assigned, your group should meet and read the “Teamwork Toolkit,” which can be found in Capsim-Teammate in the “Additional” section. Use this document to help you create a team charter, set expectations and schedules, and resolve conflict.

4) *Group Team Assessment*

You will also complete a team assessment in Capsim-Teammate due at the same time as Peer Assessment 1. As opposed to the Peer Assessments, during which team members evaluate each individual member of the group, the team assessment allows each group member to evaluate how the team as a whole is performing overall. The Team Assessment identifies weak areas in your team dynamic, so you can use the results and the “Teamwork Toolkit” described above to make improvements. While your score for the Peer Assessments depends on how you and your peers rate you, your score for the Team Assessment is completion-based—in other words, even if your team earns a very poor Team Assessment score (indicating that you have a lot of weak areas), your group will still earn all 4 points.

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 one class will lower your final grade by 5 points.**

Arriving late to class will count as a ½ absence. When you arrive in class, please write your name and signature on the white board. I will take a picture of all names/signatures at 9:35 a.m.

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 0.5 point each time you are unprepared to answer a question, or if I call on you to answer a question and you are not in class that day. You should also ask 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.**** You will lose 0.5 point each time you forget your name card.

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. **LATE ASSIGNMENTS ARE NOT ACCEPTED, NO EXCEPTIONS.**

*****Very important note: These quizzes should be completed individually. They are open-article, open-note, and untimed, 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 you being assigned 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) “Actions” Executive Summary

Students will choose a **case** for which they did NOT do an “Action” presentation or report and write an executive summary focusing on future recommendations for the company/industry. The limit is 2 pages, .doc or .docx files, 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, NO EXCEPTIONS.**

In the summary, students should use the deep understanding of their chosen case gained during the semester to create ideas for prospective strategies. You should conduct in-depth, original research to help you formulate specific recommendations for the company/industry’s future global plans. It is essential to provide data, proof, citations, and evidence to support your arguments. Refer to the foundational readings when helpful. Employ any other analytical models you may prefer. Your ideas should be presented clearly and concisely. Any statements, arguments, assertions, or opinions in your presentations and reports **MUST** be supported by evidence, data, proof, and citations. You will lose points for unsupported argumentation.

(*To submit, 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.)

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 you will be assigned a failing grade for the course.** 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. Please use Turnitin for every assignment so you can avoid plagiarism. ****If plagiarism is found in a group assignment, all group members will be assigned a failing grade.**** For more in-depth guidance, please watch this 30-minute video from UF’s Reading and Writing Center, “Citing Sources and Avoiding Plagiarism”:

<https://mediasite.video.ufl.edu/Mediasite/Play/adaa44500eaf460a84f238e6b9a558f9>

You may also visit the center for *free* assistance with your writing: <https://writing.ufl.edu/writing-studio/>. Finally, please review the Plagiarism Tutorial, available on the “Syllabus” page in Canvas.

Turnitin

When you upload your assignments to Canvas, they will be run through Turnitin. You will be able to access the Turnitin report immediately to prevent plagiarism. ****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.

Rubrics

For all of these assignments and requirements, how are students to know what is expected of them, and what constitutes excellent vs. poor work? Rubrics! On the “Syllabus” page, as well as in each assignment on the “Assignments” page, you can find a rubric that tells you exactly what you need to do to earn X number of points. Read the rubrics fully and carefully. Print them out and refer to them often while preparing assignments.

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/DUE DATES	READING to do BEFORE coming to class
Mon., Oct. 23	-Introduction: Syllabus, Canvas	
Wed., Oct. 25	-Special guest lecture: Jeremy Ring, former Yahoo! executive and FL State Senator -Introduction: Syllabus, Canvas, Digital Coursepack, Rubrics -Introduction to UF's Online Business Library -Plagiarism Tutorial	
Mon., Oct. 30	-Current Event -Class Discussion 1: What Is Strategy -Class Discussion 2: Five Forces Model -Team Assignments and Meetings	-Porter, "What Is Strategy?" -Porter, "The Five Competitive Forces That Shape Strategy"
Wed., Nov. 1	-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. 6	-Current Event -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. 8	-Current Event Group 2 -Case: The Wine Industry <u>Presentations:</u> Group 1: Assessment Group 3: Analysis Group 5: Actions Group 7: Appreciation <u>Reports:</u> Group 2: Assessment Group 4: Analysis Group 6: Actions Group 8: Appreciation <u>Peer Grading</u> Group 1 grades all reports; grading due Sun., Nov. 12, 11:59 p.m.	-Inkpen & Phillips, "The Wine Industry"

<p>Mon., Nov. 13</p>	<p>-Current Event Group 3 -Case: Walmart Around the World <u>Presentations:</u> Group 4: Assessment Group 6: Analysis Group 8: Actions Group 2: Appreciation <u>Reports:</u> Group 3: Assessment Group 5: Analysis Group 7: Actions Group 1: Appreciation <u>Peer Grading</u> Group 4 grades all reports; grading is due Fri., Nov. 17, 11:59 p.m.</p>	<p>-“Walmart Around the World”</p>
<p>Wed., Nov. 15</p>	<p>**Group Peer Assessment 1 Due, 11:59 p.m.** **Group Team Assessment Due, 11:59 p.m.** -Current Event Group 4 -Case: L’Oréal: Global Brand, Local Knowledge <u>Presentations:</u> Group 5: Assessment Group 7: Analysis Group 1: Actions Group 3: Appreciation <u>Reports:</u> Group 6: Assessment Group 8: Analysis Group 2: Actions Group 4: Appreciation <u>Peer Grading</u> Group 5 grades all reports; grading due Sun., Nov. 19, 11:59 p.m.</p>	<p>-Henderson & Johnson, “L’Oréal: Global Brand, Local Knowledge”</p>
<p>Mon., Nov. 20</p>	<p>-Current Event Group 5 -Case: Cola Wars Continue: Coke vs. Pepsi in the 21st Century <u>Presentations:</u> Group 8: Assessment Group 2: Analysis Group 4: Actions Group 6: Appreciation <u>Reports:</u> Group 7: Assessment Group 1: Analysis Group 3: Actions Group 5: Appreciation <u>Peer Grading</u> Group 8 grades all reports; grading is due Sun., Nov. 26, 11:59 p.m.</p>	<p>-Yoffie & Wang, “Cola Wars Continue: Coke and Pepsi in 2010”</p>

Wed., Nov. 22	THANKSGIVING BREAK—UNIVERSITY CLOSED	
Mon., Nov. 27	<p>-Current Event Group 1 -Case: The Global Oil and Gas Industry <u>Presentations:</u> Group 2: Assessment Group 4: Analysis Group 6: Actions Group 8: Appreciation <u>Reports:</u> Group 1: Assessment Group 3: Analysis Group 5: Actions Group 7: Appreciation <u>Peer Grading</u> Group 2 grades all reports; grading is due Fri., Dec. 1, 11:59 p.m.</p>	-Inkpen, “The Global Oil and Gas Industry”
Wed., Nov. 29	<p>-Current Event Group 6 -Case: LG Electronics <u>Presentations:</u> Group 3: Assessment Group 5: Analysis Group 7: Actions Group 1: Appreciation <u>Reports:</u> Group 4: Assessment Group 6: Analysis Group 8: Actions Group 2: Appreciation <u>Peer Grading</u> Group 3 grades all reports; grading is due Sun., Dec. 3, 11:59 p.m.</p>	-Ramaswamy, “LG Electronics: Global Strategy in Emerging Markets
Mon., Dec. 4	<p>**Executive Summary Due, 11:59 p.m.** -Current Event Group 7 -Case: Vice Media <u>Presentations:</u> Group 6: Assessment Group 8: Analysis Group 2: Actions Group 4: Appreciation <u>Reports:</u> Group 5: Assessment Group 7: Analysis Group 1: Actions Group 3: Appreciation <u>Peer Grading</u> Group 6 grades all reports; grading is due Fri., Dec. 8, 11:59 p.m.</p>	-Alvi, “Vice Media: Competitive Advantage and Global Expansion

Wed., Dec. 6	<p>**Group Peer Assessment 2 Due, 11:59 p.m.**</p> <p>-Current Event Group 8 -Case: Apple in China</p> <p><u>Presentations:</u> Group 7: Assessment Group 1: Analysis Group 3: Actions Group 5: Appreciation</p> <p><u>Reports:</u> Group 8: Assessment Group 2: Analysis Group 4: Actions Group 6: Appreciation</p> <p><u>Peer Grading</u> Group 7 grades all reports; grading is due Sun., Dec. 10, 11:59 p.m.</p>	-Teagarden, "Apple in China"
Fri., Dec. 8		