

PERFORMANCE EVALUATION

Your performance in the course will be determined on the basis of the following items:

1 Individual Written Case Analysis	20%
1 Group Region Analysis Written Report & Presentation	25%
1 Group Business Case Introduction	15%
Group Peer Evaluations	5%
Class Participation	15%
Final Exam (Take-Home)	20%
TOTAL	100%

Your final grade is computed as follows: (93+ = A; 90-92.99 = A-; 87-89.99 = B+; 83-86.99 = B; 80-82.99 = B-; 77-79.99 = C+; 73-76.99 = C; 70-72.99 = C-; 67-69.99 = D+; 63-66.99 = D; 60-62.99 = D-; <60 = F)

GROUP ACTIVITIES

The class will be divided into groups of four to six students for group projects. You will have two group assignments during the semester, which together are worth 40% of your grade. Group tasks are common in business, so your group assignments in the class will be a useful learning experience. One group assignment will be a region analysis presentation. The second group assignment will be a business case presentation. At the end of the semester, you will be asked to provide confidential assessments of each of your group members' performance (not including your own). Anyone who is evaluated poorly by fellow group members will be penalized on his/her peer evaluation grade. Also, a group may, with my permission, "fire" a group member. That individual must then persuade another group to "hire" him/her or complete the assignments independently.

Group Business Case Introduction

Each group will be assigned one case. For this case, the group will develop a thorough analysis and present this analysis to the rest of the class. You may think of this assignment as a consulting project. The group will play the role of a consulting team hired by corporate management to analyze a business problem. The class will assume the role of a team from within the company assigned the task of evaluating the consultant's proposal. Each group will have 25 minutes for the oral presentation with the remainder of the class period devoted to questions and answers and discussion of the case. There will be no written assignment for the group case introduction. The business case introduction will be worth 15% of your final grade.

Group Region Analysis Presentation

For this assignment, each group will be required to conduct a thorough analysis of a geographic region within the context of a specific industry. You may choose the region and the industry you would like to research from the list provided on the course schedule, or your group may propose a custom project. However, your region topic and research plan must be approved by me. To this effect, a short report (1-2 paragraph) on your research plan should be submitted to me by **Wednesday, June 17th**. This report should include information on the: 1) topic for the region/industry to be analyzed; and 2) planned individual division of labor in group activities (who will research and present which topics).

The purpose of this analysis is three-fold. First, it will enable you to develop your skills in international strategic analysis. Second, you will become acquainted with how and where to obtain information on

different geographic regions and specific business characteristics of these areas. Finally, you will benefit from the knowledge you gain about a particular region as well as the regions other groups are investigating.

Each group must submit a **written** report of their Region Analysis. Reports should be no more than 15 pages (single-spaced) exclusive of exhibits. Your research must be properly referenced with either footnotes or a reference list and the report must include a bibliography. In addition, each group will make an oral presentation on their analysis. The oral presentation should last approximately 25 minutes, plus 5 minutes for questions and answers from the class. For your Region Analysis, your written report will be worth approximately 3/4 of your grade and your presentation 1/4. Every member of a group **MUST** participate in the oral presentation. Your region analysis overall is worth 25% of your final grade.

INDIVIDUAL ACTIVITIES

Written Case Analysis

A Written Case Analysis is a thorough report of your analysis of a case. Your analysis must be **individual** work. The specific case for your written analysis is noted in **bold** on the course schedule. The case analysis should include a clear, concise, problem statement, an identification of key facts, an analysis of the implications of the salient facts, detailed recommendations and a well-formulated implementation strategy. Each analysis should be 5-7 double-spaced pages in length exclusive of exhibits and appendices. Your case analysis will be worth 20% of your final grade.

Class Participation

Because so much of your learning in this course will come from in-class discussions of the cases, class contribution/participation is an important component in determining your grade. The quality of your contribution will be directly related to your preparation for class before each discussion. Therefore, it is **IMPERATIVE** that you prepare thoroughly for each class discussion with notes to guide you.

I will evaluate your performance after each class meeting. I will call on you in class and you will be expected to provide relevant and original answers. You may have one "question free" day during the semester. On this day I will not call on you in class. To exercise your "question free" option you must inform me prior to class on the day you do not wish to be called on.

Keep in mind that quantity of discussion is not a substitute for quality of discussion. At the same time, attendance is NOT a substitute for contribution: you must **contribute** verbally in class to earn points toward your class contribution grade.

Final Exam

At the end of the semester, you will be provided with a take-home exam that you will have 48 hours to complete. The exam will be an essay that will require both independent research, analysis, as well as evidence that you are able to apply the skills learned over the course of the semester in a real-world, practical business scenario.

OTHER CLASS INFORMATION

I reserve the option of giving reading assignments in order to evaluate (and encourage) your preparation for class. The assignments scheduled are the **ONLY** components of your grade in the course. Other assignments to improve your grade will not be accepted and should not be requested.

LATE ASSIGNMENTS

No work will be accepted after the **beginning** of class on the day the assignment is due unless prior arrangements have been made with me. Work submitted late will receive a grade of ZERO.

ATTENDANCE

Because class contribution is such an important component of your grade, and more importantly, your learning in this class, attendance is mandatory. You will be allowed one absence to be used as you wish, including illness, job interviews, religious holidays, and any other reason. **Each** further absence will result in one point being deducted from your final grade in the course. If you have more than one job interview that conflict with class, you must document ALL interviews and provide the information to me in order to receive an exception to the absence limit. There are NO OTHER EXCEPTIONS.

It is also important that you be prompt to class. Being late to class disrupts the other students and interrupts the discussion. Please make every effort to be in class and ready to participate when class starts. Persistent tardiness (arriving late for class over three times - and I **do** keep track of tardiness) will constitute a missed class on your attendance record. **In order to be counted present for class, you must have video active on your Zoom feed unless expressly granted an exception for the class in question by either myself or the TA for the course.**

ACADEMIC HONESTY

Academic honesty is expected on all assignments. This means that all individual work is INDIVIDUAL. You are not to discuss your case analysis or case briefs with other students in this class, other classes, classes from previous semesters, or any other student at this or other universities. You are also not to use written case analyses from previous semesters, club/sorority/fraternity test files, study guides, or any other material pertinent to the cases unless you initiate that information yourself (i.e. library references). If you have ANY DOUBTS as to what is acceptable activity, ask me before proceeding. You diminish yourself and the University when you engage in any dishonest activity or submit anything other than purely original work. Any breach of this requirement will be penalized "to the full extent of the law". At the very least you will earn an F in the course, and you may be dismissed from the University.

By teaching this course, I have agreed to observe all of the faculty responsibilities described in that document. By enrolling in this class, you have agreed to observe all of the student responsibilities described in that document. If the application of that Policy Statement to this class and its assignments is unclear in any way, it is your responsibility to ask me for clarification. Policy on Scholastic Dishonesty: Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, and the integrity of the University, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Judicial Services website at <http://www.utexas.edu/depts/dos/> or the General Information Catalog to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.

STUDENTS WITH DISABILITIES

Students with disabilities may request appropriate academic accommodations from the Division of Diversity and Community Engagement, Services for Students with Disabilities, 471-6259.

TECHNOLOGY TOOLS

Canvas

One tool you may find particularly helpful to your group work is in Canvas. If you sign on to Canvas (canvas.utexas.edu) you will find a listing of your courses for this semester. If you click on our course, you will see a number of tools available for your use. The primary tools that you will find helpful in terms of groups will be the E-mail* feature (you can send e-mails to your group as a whole), and the Groups feature. Just click on the Communication button. You will see links for E-Mail and for Groups. Your Groups pages will allow you to have, for your group members only, threaded discussions, a chat room, and a way to post documents that you can all see to review. All course materials that I reference during class will also be posted in the “Files” section of Canvas.

Note that the e-mail address that Canvas has for you is the address that you provided to UT when you registered. If you would like to double-check or change it, go to <https://utdirect.utexas.edu/utdirect/index.cgi>. Then click “My Addresses” on the bottom left side of the page. That will show you what UT has as your official e-mail address. That is the address that Canvas will use.

Note that Canvas provides a roster of all students in the class. Therefore, please read the University policy listed below.

Beginning Fall 2001, web-based, password-protected class sites will be available for all accredited courses taught at The University. Syllabi, handouts, assignments and other resources are types of information that may be available within these sites. Site activities could include exchanging e-mail, engaging in class discussions and chats, and exchanging files. In addition, class e-mail rosters will be a component of the sites. Students who do not want their names included in these electronic class rosters must restrict their directory information in the Office of the Registrar, Main Building, Room 1. For information on restricting directory information see: <http://www.utexas.edu/student/registrar/catalogs/qi00-01/app/appc09.html>

Zoom

All class instruction will be online via Zoom. Other technology tools may be periodically used but you will be given instructions for those tools on a case-by-case basis.

Live Instruction/Presentations via Zoom: Class will be conducted during our normal meeting time. To join a class session, please go to the Zoom meeting link available on Canvas for the class date/time in question. Note that attendance will be taken as normal based on logging in, leaving video active and keeping the Zoom screen “in focus”. Please also note that since class attendance is mandatory, classes will **not** be recorded.

Zoom Meeting for All Class Sessions: <https://utexas.zoom.us/j/3641517004>

Virtual Office Hours: To come to virtual office hours, just come to the appropriate Zoom meeting room listed below during regular office hour times. Of course, as always, you can also text or e-mail me at any time with questions you might have.

Office Hour Zoom Meeting: <https://utexas.zoom.us/j/3641517004>

FINAL COMMENTS

International Operations Management may be the most difficult, demanding, and frustrating course in your business education. As an integrative course, assignments are designed to let you "put it all together" and apply what you have learned in many other courses to real business problems. You will also be presented with some new information to learn through readings and cases. The emphasis on case analysis requires simultaneous attention to both detail and the big picture. You must see the forest but analyze the trees as well. It involves a mindset that forces you to integrate, to be imaginative, and to be decisive in situations with limited information. Developing a mindset, a way of thinking, is much more difficult than learning specific information or techniques. You must learn to think analytically. You may find the course requirements and the evaluation to be very demanding. However, facing demands is the surest way I know of to learn and grow.

Whether you ultimately work in business in an international setting, or some entirely different pursuit, the understanding and skills you gain in global strategy formulation, analysis, and problem solving will have application. Whether you rise to the helm of an organization or are involved in specific functional areas, understanding organizational strategy, being able to integrate and analyze information, and being able to formulate and commit to decisions will enhance your performance and your contribution to any organization.

Finally, this course can be very enjoyable. Despite some of the formal and stringent rules in the course, much of the class discussion can be spontaneous and creative. More than most other courses you have had in college, your learning will be determined more by what you do than what I as the instructor can teach you. I can simply guide. If you will commit yourself to preparation, apply yourself to the tasks at hand, and then open yourself up to learn what you can from the process and from other students I think you will find this among the most enjoyable and worthwhile courses you will have in your business education.

Course Schedule

<u>Date</u>	<u>Session</u>	<u>Topics</u>	<u>Readings</u>	<u>Assignments</u>
6/8	1:30-2:30	Learn: Course Introduction Learn: International Perspectives Learn: What is International Business?	None.	None.
	2:40-3:40	Learn: Models for Region Analysis / Opportunity Analysis	None.	None.
	3:50-4:50	Apply: Region Analysis	Case: Vietnam - Market Entry Decisions	None.
6/10	1:30-2:30	Learn: Models for Industry Analysis	None.	None.
	2:40-3:40	Apply: Industry Analysis	Case: Dow Chemical's Bid for the Privatization of PBB in Argentina	None.
	3:50-4:50	Collaborate: Group Formation Team Dynamics Assignment Reviews	None.	None.
6/15	1:30-2:30	Learn: International Labor Practices Learn: Risk Analysis & Management	Current Event Article - TBD	None.
	2:40-3:40	Apply: International Labor Practices	Case: Hitting the Wall - Nike and International Labor Practices	None.
	3:50-4:50	Apply: Risk Analysis & Management	Case: Levendary Café - The China Challenge	None.
6/17	1:30-2:30	Learn: Economic Policy Learn: International Finance & Taxation	Current Event Article - TBD	None.
	2:40-3:40	Apply: Chiquita Case	Case: Chiquita Brands International	Group: Team #1 Case Intro
	3:50-4:50	Collaborate: Group Work	None.	Group: Region Topic
6/22	1:30-2:30	Learn: International Growth Strategies	Current Event Article - TBD	Individual: Whelan

				Pharmaceuticals Case Write-Up
	2:40-3:40	Apply: International Growth Strategies	Case: Supermercados Disco - Regional Strategy	None.
	3:50-4:50	Apply: International Growth Strategies	Case: Grolsch - Growing Globally	Group: Team #2 Case Intro
6/24	1:30-2:30	Learn: Organizational Behavior in a Multicultural Environment	Current Event Article - TBD	None.
	2:40-3:40	Apply: Organizational Behavior in a Multicultural Environment	Case: Silvio Napoli at Schindler India	Group: Team #3 Case Intro
	3:50-4:50	Collaborate: Group Work	None.	None.
6/29	1:30-2:30	Learn: Value Chain / Supply Chain Management	Current Event Article - TBD	None.
	2:40-3:40	Apply:	Case: Taking a Bite out of Apple	None.
	3:50-4:50	Apply: Supply Chain Simulation	None.	None.
7/1	1:30-2:30	Learn: International Manufacturing Learn: Legal / IP Considerations	Current Event Article - TBD	None.
	2:40-3:40	Apply: International Manufacturing	Case: The Acer Group's China Manufacturing Decision	None.
	3:50-4:50	Collaborate: Group Work		None.
7/6	1:30-2:30	Learn: International Marketing	None.	None.
	2:40-3:40	Apply: International Product Management Apply: International Promotion	Case: P&G Japan: The SK-II Globalization Project Case: MontGras	Group: Team #4 Case Intro (P&G Case)
	3:50-4:50	Collaborate: Group Work	None.	Individual: Final Exam Assigned

7/8	1:30-2:30	Learn: Global Dynamics & Course Conclusion		Individual: Final Exam Due Individual: Peer Evaluations Due
	2:40-3:40	Apply: Final Presentations		Group: Final Presentation & Paper
	3:50-4:50	Apply: Final Presentations		Group: Final Presentation & Paper

GENERAL REGIONS AVAILABLE

1. Central & South America
2. Europe
3. Asia-Pacific (not including India and China)
4. North America (not including USA)
5. Africa / Middle East
6. Australia
7. China
8. India