

MANA 7351  
Management of Global Organizations  
Summer Mini Session 2021  
R. T. Keller

The course objectives are twofold: (1) To gain an understanding of the management of firms in international and global competition. (2) To obtain some conceptual skills, through case analysis, for the formulation and implementation of strategies for international and global business organizations.

Office hours are by appointment. Office is 310C Melcher Hall, and the telephone is 713-743-4676. Mailing address is Bauer College of Business, 334 Melcher Hall, University of Houston, Houston, TX 77204-6021. E-mail is Keller@uh.edu.

Attendance is required for all scheduled classes.

The prerequisite for this course is graduate standing.

The course grade will be determined as follows: The take-home exam will be worth 50% of the course grade. Class contribution will be worth 50% toward the course grade. Class contribution will be based on the quality and quantity of online case discussions, postings, replies, etc., and the case team's slide presentation. The student is expected to read all assigned material and contribute to each of the online case discussions.

We are committed to providing reasonable accommodations for students with disabilities. A student needing such accommodations must make prior arrangements with the instructor for any exam or assignment so accommodations can be made. Also, a student with a disability should seek information on services and assistance from the Center for Students with Disabilities (telephone 713-743-5400).

We are proud of the high quality of our students and academic programs, and we recognize the importance of academic honesty in maintaining these standards. In the rare situation where there may be a breach of academic honesty, please bring this matter to our attention. We will take appropriate preventative action whenever possible. If you have any questions about the UH Academic Honesty Policy, please consult the Student Handbook, or the Dean of Students Office.

This syllabus is provided to students solely as a source of information and general guide to MANA 7351. No contractual agreement is expressed or implied. The instructor retains exclusive rights to unilaterally change, modify, add, or eliminate any policy, procedure, administrative detail, or provision contained in this syllabus without notice. The provisions of this syllabus apply to all students registered for this course. Any promises made to a student which conflict with the provisions of this syllabus are effective only if in writing and signed by the instructor of record for this course. Registration in this course represents a student's endorsement and acceptance of this syllabus.

Counseling and Psychological Services (CAPS) can help students who are having difficulties managing stress, adjusting to college, or feeling sad and hopeless. You can reach CAPS ([www.uh.edu/caps](http://www.uh.edu/caps)<<http://www.uh.edu/caps>) by calling 713-743-5454 during and after business hours for routine appointments or if you or someone you know is in crisis. No appointment is necessary for the "Let's Talk" program ([http://www.uh.edu/caps/outreach/lets\\_talk.html](http://www.uh.edu/caps/outreach/lets_talk.html)), a drop-in consultation service at convenient locations and hours around campus.

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Course Schedule Summer Mini Session 2021

Ghemawat, Pankaj. Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter. Harvard Business School Publications, Cambridge, MA, 2018. (ISBN: 978-1-63369-606-8).

Wall Street Journal recommended during the session.

<u>Class</u>	<u>Topic &amp; Assignment</u>
17 MAY 2021	Case teams meet via video conferencing (e.g., MS Teams, Zoom, Skype) to prepare their case presentation slides. Course handouts emailed to students and posted on Blackboard.  Ghemawat, preface, introduction, parts one and two.
19 MAY	<b>Case presentation slides due 10 PM.</b> (Email to: <a href="mailto:Keller@uh.edu">Keller@uh.edu</a> .)
20-22 MAY	<b>Intel's Site Selection Decision in Latin America.</b> Case open for online discussion and reply period.
23-25 MAY	<b>Enron and the Dabhol Power Company.</b> Case open for online discussion and reply period.
26-28 MAY	<b>Andreas Keller in China.</b> Case open for online discussion and reply period.
29-31 MAY	<b>Costco Wholesale Corporation: Market Expansion and Global Strategy.</b> Case open for online discussion and reply period.
1-3 JUN	<b>Qualtrics: Rapid International Expansion.</b> Case open for online discussion and reply period.
5 JUN	<b>TAKE-HOME EXAM DUE 10 PM</b> (Email to: <a href="mailto:Keller@uh.edu">Keller@uh.edu</a> )

The statements below are required by UH, with thanks to their lawyers.

**University of Houston Syllabus Language**  
**Fall 2020**

**Required Language**

Face Covering Policy (required for courses with a face-to-face component)

To reduce the spread of COVID-19, the University [requires face coverings](#) on campus including classrooms for both faculty and students. Face coverings must cover your mouth and nose and be worn throughout the class session. A mask with a valve is not considered an adequate face covering and should not be used, as it can expel exhaled air, increasing the risk to others. Eating or drinking during class is discouraged and is not an excuse for removing the face covering for any extended length of time. For additional information on the use of face coverings, please see [Face Covering FAQs](#). Failure to comply with the requirement to wear a face covering in class will result in your being asked to leave the classroom immediately and a disciplinary referral through the Dean of Students Office. Requests for accommodations relating to the face covering policy may be directed to the [Center for Students with DisABILITIES \(CSD\)](#).

Required Daily Health Self-Assessment (required for courses with a face-to-face component)

Your presence in class each session means that you have completed a daily self-assessment of your health/exposure and you:

- Are NOT exhibiting any [Coronavirus Symptoms](#)
- Have NOT tested positive for COVID-19
- Have NOT knowingly been exposed to someone with COVID-19 or suspected/presumed COVID-19

If you are experiencing any COVID-19 symptoms that are not clearly related to a pre-existing medical condition, do not come to class. Please see [COVID-19 Diagnosis/Symptoms Protocols](#) for what to do if you experience symptoms and [Potential Exposure to Coronavirus](#) for what to do if you have potentially been exposed to COVID-19. Consult the (select: [Undergraduate Excused Absence Policy](#) or [Graduate Excused Absence Policy](#)) for information regarding excused absences due to medical reasons.

Excused Absence Policy (required for all courses)

Regular class attendance, participation, and engagement in coursework are important contributors to student success. Absences may be excused as provided in the University of Houston [Undergraduate Excused Absence Policy](#) and [Graduate Excused Absence Policy](#) for reasons including: medical illness of student or close relative, death of a close family member, legal or government proceeding that a student is obligated to attend, recognized professional and educational activities where the student is presenting, and University-sponsored activity or athletic competition. Additional policies address absences related to [military service](#), [religious holy days](#), [pregnancy and related conditions](#), and [disability](#).

Interim Undergraduate Grading Policy (required for undergraduate courses)

Due to the unique and unprecedented challenges associated with the COVID-19 pandemic, the

University of Houston has implemented an [Interim Undergraduate Grade Policy](#) for undergraduate grades which applies to all undergraduate students in courses offered in all sessions during fall 2020. Under this policy, students have the option of converting final assigned letter grades to S (Satisfactory, applicable to any letter grade from A to D-) or NCR (No Credit Reported COVID-19, applicable to grades of F) on their transcripts. Please visit [FAQs](#) for additional information.

#### Recording of Class (required for all courses)

Students may not record all or part of class, livestream all or part of class, or make/distribute screen captures, without advanced written consent of the instructor. If you have or think you may have a disability such that you need to record class-related activities, please contact the [Center for Students with DisABILITIES](#). If you have an accommodation to record class-related activities, those recordings may not be shared with any other student, whether in this course or not, or with any other person or on any other platform. Classes may be recorded by the instructor. Students may use instructor's recordings for their own studying and notetaking. Instructor's recordings are not authorized to be shared with *anyone* without the prior written approval of the instructor. Failure to comply with requirements regarding recordings will result in a disciplinary referral to the Dean of Students Office and may result in disciplinary action.

#### Syllabus Changes (required for all courses)

Due to the changing nature of the COVID-19 pandemic, please note that the instructor may need to make modifications to the course syllabus and may do so at any time. Notice of such changes will be announced as quickly as possible through (*specify how students will be notified of changes*).

### **Recommended Language**

#### Resources for Online Learning

The University of Houston is committed to student success, and provides information to optimize the online learning experience through our [Power-On](#) website. Please visit this website for a comprehensive set of resources, tools, and tips including: obtaining access to the internet, AccessUH, and Blackboard; requesting a laptop through the Laptop Loaner Program; using your smartphone as a webcam; and downloading Microsoft Office 365 at no cost. For questions or assistance contact [UHOnline@uh.edu](mailto:UHOnline@uh.edu).

#### UH Email

Email communications related to this course will be sent to your [Exchange email account](#) which each University of Houston student receives. The Exchange mail server can be accessed via Outlook, which provides a single location for organizing and managing day-to-day information, from email and calendars to contacts and task lists. Exchange email accounts can be accessed by logging into Office 365 with your Cougarnet credentials or through Access UH. They can also be configured on [iOS](#) and [Android](#) mobile devices. Additional assistance can be found at the [Get Help](#) page.

## Webcams

Access to a webcam is required for students participating remotely in this course. Webcams must be turned on (*state when webcams are required to be on and the academic basis for requiring them to be on*). (Example: *Webcams must be turned on during exams to ensure the academic integrity of exam administration.*)

## Honor Code Statement

Students may be asked to sign an honor code statement as part of their submission of any graded work including but not limited to projects, quizzes, and exams: *"I understand and agree to abide by the provisions in the (select: [University of Houston Undergraduate Academic Honesty Policy](#), [University of Houston Graduate Academic Honesty Policy](#)). I understand that academic honesty is taken very seriously and, in the cases of violations, penalties may include suspension or expulsion from the University of Houston."*

## Course Delivery Formats and Final Exams

**HyFlex Courses:** This course is a HyFlex course. Some students may have a designated face-to-face spot reserved, but alternative ways to participate will also be provided. These alternatives may include (but are not limited to) attending class sessions through synchronous streaming, viewing recordings of class meetings asynchronously, participating in discussion boards, and/or completing self-directed activities. This course will have a final exam per the [University schedule](#). As the University will be transitioning all classes and final exams given after the Thanksgiving Break to online delivery, the exam for this course will be delivered in the synchronous online format, and the specified date and time will be announced during the course. Prior to the exam, descriptive information, such as the number and types of exam questions, resources and collaborations that are allowed and disallowed in the process of completing the exam, and procedures to follow if connectivity or other resource obstacles are encountered during the exam period, may be provided.

**Synchronous Online Courses:** This course is being offered in the Synchronous Online format. Synchronous online class meetings will take place according to the class schedule. There is no face-to-face component to this course. In between synchronous class meetings, there may also be asynchronous activities to complete (e.g., discussion forums and assignments). This course will have a final exam per the [University schedule](#). The exam will be delivered in the synchronous online format, and the specified date and time will be announced during the course. Prior to the exam, descriptive information, such as the number and types of exam questions, resources and collaborations that are allowed and disallowed in the process of completing the exam, and procedures to follow if connectivity or other resource obstacles are encountered during the exam period, may be provided.

**Asynchronous Online Courses (or asynchronous exam in another course format):** This course is taught Asynchronously, which means there is no designated day or time assigned to the course (although optional synchronous sessions are possible, such as virtual office hours or discussion groups). Asynchronous instruction generally involves accessing content, such as recorded video lectures, readings, discussion prompts, assignments, and assessments during a flexible time

frame, with due dates as specified. This course will have a final exam at the course conclusion. The exam will be asynchronous, and the date and time that it will be released and due will be announced during the course. Prior to the exam, descriptive information, such as the number and types of exam questions, resources and collaborations that are allowed and disallowed in the process of completing the exam, and procedures to follow if connectivity or other resource obstacles are encountered during the exam period, may be provided.

**Alternative Assessment in Any Course Format:** An alternative assessment will be used in the place of the traditional final exam at the course conclusion. Instructions will be provided, including the date and time that the assessment materials will be released to the class and will be due, resources and collaborations that are allowed and disallowed in the process of completing the assessment, procedures to follow if connectivity or other resource obstacles are encountered during the assessment period, acceptable submission formats, and submission location.

### Helpful Information

**COVID-19 Updates:** <https://uh.edu/covid-19/>

**Coogs Care:** <https://www.uh.edu/dsaes/coogscare/>

**Laptop Checkout Requests:** <https://www.uh.edu/infotech/about/planning/off-campus/index.php#do-you-need-a-laptop>

**Health FAQs:** <https://uh.edu/covid-19/faq/health-wellness-prevention-faqs/>

**Student Health Center:** <https://uh.edu/class/english/lcc/current-students/student-health-center/index.php>