

# Syllabus — GEB3373 International Business — FALL 2024

## 1 Instructional Team

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### a. Professor

Dr. Amanda Phalin

- Office: Zoom
- Phone: 352-392-6527
- E-mail: [amanda.phalin@warrington.ufl.edu](mailto:amanda.phalin@warrington.ufl.edu)
- Live and recorded lectures available streaming online, filmed in Heavener 150 and on Zoom; see calendar below for exact dates, times, and locations
- Drop-in Office Hours Online, NO APPT. NEEDED: Monday and Wednesday, 10:30AM – 11:30am
- <https://ufl.zoom.us/j/4753912414?pwd=bUdzbnR2Z3dTMy83RzVTU0hWcjNSUT09> (Meeting ID 475-391-2414; password: f=N3A2); also at other times by appointment
- **Note re Dr. Phalin's Schedule:** In addition to her responsibilities as Associate Instructional Professor in the College's Management Dept., Dr. Phalin also serves as the statewide faculty representative on the State University System's Board of Governors. In this role as a Governor, she attends many meetings, so classes will sometimes be rescheduled. The calendar at the end of this syllabus notes those changes. Sometimes she is asked to attend meetings last-minute. She will always let students know as soon as possible if any additional changes to class or office hours schedules occur.

### b. TAs

- TAs will be assigned after drop-add. Names and e-mails will be available in Canvas → Contact Information.
- Head TA:
  - Mishel Almaleh, [mishel.almaleh@ufl.edu](mailto:mishel.almaleh@ufl.edu)
- TAs:
  - Kimerly Jolicoeur, [kimerlyjolicoeur@ufl.edu](mailto:kimerlyjolicoeur@ufl.edu)
  - Olivia Roberts, [oliviारoberts@ufl.edu](mailto:oliviारoberts@ufl.edu)
  - Chole Lai, [laichloe@ufl.edu](mailto:laichloe@ufl.edu)
  - Jay Xie, [z.xie@ufl.edu](mailto:z.xie@ufl.edu)

## 2 Course Description

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### a. Course pre-requisites

- MAN 3025, Principles of Management
- MAR 3023, Principles of Marketing
- Heavener's Undergraduate Programs Office, 352-273-0165, may approve similar courses as substitutes.
- If you are a FIRST YEAR or SOPHOMORE, be aware that this is a Junior/Senior level course. As such, you are expected to understand how EP (electronic platform) classes operate, i.e., how to successfully navigate and use Canvas, Honorlock, Zoom, and any other technologies required. If you do not, check with your advisor.

### b. Assurance of learning/Course Objectives

- The BSBA/BABA Learning Goal that applies most directly to this course is Goal 5: "Possess a global perspective on business."
- The two learning objectives associated with this goal are Learning Objective 5a: Understand how the business environment, including culture, differs across countries, and Learning Objective 5b: Possess awareness of cultural differences and how these differences affect best practices and ethical responsibilities.
- This course is also designed to develop and improve student competencies in teamwork and collaboration.
  - A survey by Heavener's Business Career Services dept. found that teamwork is the no. 1 soft skill recruiters desire when hiring graduates.
  - The National Association of Colleges and Employers (<https://www.nacweb.org/>) identifies teamwork as one of the 8 "Competencies for a Career-Ready Workforce."
- Upon successful completion of this course, students will be able to
  - identify and explain the six components of the PESTEL Model to countries worldwide.
  - understand how the components of the PESTEL Model affect business decision making in countries worldwide.
  - analyze data in R&D, Marketing, Production, and Finance in the context of an international business.
  - collaborate effectively with other peers to achieve a common goal

### c. Course structure

- One live-streaming lecture per week: See calendar below for exact dates and times.
  - Please watch [this video](#) with instructions to use the Classroom Secure in Place Electronic Device.
- 1–3 pre-recorded lectures per week in lieu of a second live lecture.
  - Pre-recorded lectures are from Spring 2023, by former co-instructor and UF graduate Ms. Olivia Lopez.
  - Because they were recorded in an earlier semester, they may refer to events/deadlines that are no longer applicable; please ignore.
- Weekly readings, videos, and assignment deadlines (See sections 4, 12).
- Three non-cumulative exams (See Section 5).

- Semester-long simulation team project replaces final exam (See Section 6).
- Extra Credit (See Section 7).

#### d. Course language

- Dr. Phalin values all languages and encourages students to become multilingual if at all possible. However, because English is the medium of instruction at UF, all assignments and exams must be completed in English. Tools and/or software that translate entire web pages, assignments, readings, and/or exams into other languages are expressly prohibited and considered a violation of academic integrity. (See Section 9a.)

## 3 Course Materials

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#### a. Accessing materials

- Do not purchase materials until after the first class.
- Materials are available through Canvas by following the instructions in the “Accessing Required Materials” document, which can be found on the “Start Here” page in Canvas under the “Do” heading.
- You are required to link all technologies used in the course with your @ufl e-mail address as it appears on class rolls.

#### b. Readings

- No textbook is required; all readings are available free of charge in the Canvas course site (see e. below).
- Note that connection to UF’s VPN may be required to access readings free of charge. For more information, visit <https://it.ufl.edu/ict/documentation/network-infrastructure/vpn/> [https://warrington.ufl.edu/information-technology-support-programs/wp-content/uploads/sites/81/2018/03/TAC\\_InstallingCiscoVPN.pdf](https://warrington.ufl.edu/information-technology-support-programs/wp-content/uploads/sites/81/2018/03/TAC_InstallingCiscoVPN.pdf)

#### c. Capsim Global team-based international business simulation

- Follow the instructions in the “Accessing Required Materials” document.

#### d. Honorlock

- Online proctoring via Honorlock is REQUIRED.
- You are required to read fully and carefully (1) the document “Honorlock Instructions,” (2) the [Honorlock Student Guide](#), and (3) [Honorlock Best Practices](#).
- A 0-point Honorlock practice exam is in Canvas to take as many times as needed to learn the system.
- You are 100% responsible for being familiar with the requirements and processes needed to complete assessments successfully using Honorlock and Canvas. Please contact Dr. Phalin or the TAs if you have questions.

#### e. Canvas course website

- Log in to <http://elearning.ufl.edu> and click GEB3373.
- If you do not see GEB3373 as an option, you may need to wait 24-48 hours for your registration to update to Canvas.
- 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/>. You may also chose to visit the Warrington College of Business TAC (Technology Assistance Center) <http://warrington.ufl.edu/itsp/techservices/students.asp>.

#### f. Lectures materials

- To view course video lectures, click on one of the Video Lectures links on the Home Page in Canvas. Video Lectures (Streaming) allows you to access the live lectures during class periods or to stream them at other times; Video Lectures (Downloading) allows you to download the lectures to watch offline at other times.
- Each week has its own Canvas page (see buttons on the course home page), which includes pre-lecture readings, lecture PowerPoints, links to videos and readings from lectures, and other important information.

#### g. Zoom—online office software

- UF students get Zoom for free, which enables them to meet their professors, TAs, and each other in online offices.
- Visit <https://elearning.ufl.edu/zoom/> for information and help.
- Download Zoom to your desktop/laptop, tablet, smartphone w/your Gatorlink credentials @ <https://ufl.zoom.us>.

#### h. Technology & technology help

Unfortunately, Dr. Phalin does not have the capability or access to deal with tech issues. Please contact the following. For general issues: Warrington College of Business TAC (Technology Assistance Center) <http://warrington.ufl.edu/itsp/techservices/students.asp>.

- For Canvas issues: UF Help Desk at 352-392-HELP (392-4357) or <http://helpdesk.ufl.edu/>.
- For Capsim Global issues: [ufsupport@capsim.com](mailto:ufsupport@capsim.com) or 877-477-8787. (Note that Capsim has a private e-mail for UF students.)
- For Honorlock help, use the Live Chat feature in Honorlock (no phone calls).

- Do NOT use the Canvas app to submit assignments; your work may not be recorded. If you submit with a phone or tablet, use a browser.

## 4 Assignments

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### a. Getting Started Quiz

- 40 true/false questions test your knowledge about class policies in the syllabus and documents referenced in the syllabus.
- The quiz is open-book/note, so you may consult the syllabus and related documents; however, questions are difficult, so review all documentation fully and carefully before starting.
- You have two attempts to complete the quiz; Canvas will record your highest score.
- The documents required to complete this quiz successfully are 1) Syllabus, 2) Accessing Required Materials document, 3) Honorlock Instructions, 4) Capsim Global Instructions, 5) Makeup Exam Policy, 6) Resources for Review, and 7) Recommendation Letter Instructions.

### b. Academic Integrity Assignment

- This short assignment requires you to review the UF Student [Honor Code and Student Conduct Code](#) and class policies and agree to conduct yourself in this course with the highest level of academic integrity.

### c. Most Common Mistakes Quiz

- This quiz outlines the most common errors students make that cause them to earn lower grades than they expect.

### d. Accessing Required Materials Assignment

- This assignment requires you to upload one screenshot of your Capsim dashboard page to confirm that you have opted in **AND** logged in to Capsim Global.
- A guide with screenshots can be found in the “Accessing Required Materials” document.
- The screenshot must include your name and Course ID, or you will earn 0 points.

### e. Canvas country/region homeworks (HW)

- Each of the 13 countries/regions we discuss has one homework assignment in Canvas.
- Your three lowest scores will be dropped; Dr. Phalin strongly recommends that you complete all 13.
- Each country/region assignment has 20 questions, 1 point/question.
- Due dates for all assignments are in the class calendar (See Section 12).
- The assignments are open-book, open-note, and untimed.
- You should complete the homeworks individually, without other students.
- Check Canvas and ensure that your homework grades have been entered.
- Do not leave homeworks until the last minute. Scheduling conflicts and tech issues are your responsibility; no makeups.

### f. Homework appeals

- Dr. Phalin’s appeal decisions are final.
- Send all appeals to the head TA (Mishel Almaleh, [mishel.almaleh@ufl.edu](mailto:mishel.almaleh@ufl.edu)), not to Dr. Phalin.
- Limit appeals to mistakes and errors; appeals that argue semantics and/or interpretation are unlikely to be accepted.
- Appeals are considered and accepted on a per-person, individual basis.
- You must initiate the appeal of an answer to a homework question within 24 hours (including weekends and holidays) of the date the homework closes.
- If you believe there is an error in a homework question, the subject line of your e-mail should read “Homework Question Appeal.” In the body of the e-mail, include, in the following order:
  - Full student name ***as it appears on the class roll***
  - Student e-mail address
  - Your Class/Section #
  - Your UFID
  - Homework Assignment Name
  - Full text of the question and its answers
  - A clear but brief explanation of why the question and/or answer is wrong. In your appeal, **you MUST cite a specific page #, PowerPoint slide #, and/or video timestamp to support your claim.** Wikipedia and other non-verified sites (about.com, infoplease, Yahoo! Answers, quora, etc.) are not valid sources.

## 5 Exams

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### a. Proctoring

- Course exams are proctored online by Honorlock for ALL students: On-campus, UF Online, and study abroad.
- Students take exams electronically using Canvas.
- You are required to read fully and carefully and follow the instructions contained in the (1) the document “Honorlock Instructions,” (2) the [Honorlock Student Guide](#), and (3) [Honorlock Best Practices](#), all of which can be found on the “Start Here” page in Canvas under the “Read” heading.
- To take the exams, you need: 1) a webcam, 2) speakers, 3) a microphone, and 4) a reliable Internet connection.
- A wired internet connection is required.
- You must download the Honorlock Chrome extension at [www.honorlock.com/extension/install](http://www.honorlock.com/extension/install).
- No talking is allowed during exams, including talking to yourself.
- No music or other outside noise is allowed during the exams; otherwise, Honorlock will flag it as a violation.

### b. Materials permitted during exams

- One 8.5x11 page of **handwritten** notes, front and back, to be destroyed before disconnecting with Honorlock.
- The exam notes must be uploaded (in jpg or png format ONLY) to Canvas **before** you take the test.
- One pen or pencil.
- The Honorlock calculator (see the [Honorlock Student Guide](#))
- NO OTHER CALCULATORS ARE ALLOWED, including financial and scientific calculators and calculators found on computers, cell phones, and other mobile devices.
- No watches of any kind are allowed.
- No hats are allowed.
- Violating these rules WILL result in offenders being assigned an “E” in the course.

### c. Exam schedule

- Exam 1: opens Sun., Oct. 6, 12 a.m.; exam closes Tues., Oct. 8, 11:59 p.m.—**finish exam by 11:59 p.m.**
- Exam 2: opens Sun., Nov. 10, 12 a.m.; exam closes Wed., Nov. 13, 11:59 p.m.—**finish exam by 11:59 p.m.**
- Exam 3: opens Sun., Dec. 8, 12 a.m.; exam closes Tues., Dec. 10, 11:59 p.m.—**finish exam by 11:59 p.m.**
- Once the exam windows open, neither Dr. Phalin nor the TAs will answer substantive questions about exam material.

### d. Exam policies

- The exams must be finished by 11:59 p.m. on the last day of the testing window. If you log in to take the exam at 11:50 p.m. on the last day, you will have only 9 minutes to take the test.
- Be sure to add time for going through the Canvas and Honorlock log-in processes.
- Please take exams as early in the window as possible as possible. That way, if a technical issue arises, you can handle it in a timely manner and/or take the test later in the window. (In addition, students who take exams earlier earn higher scores.)
  - If you wait to take a test late in the window and you have tech issues that cause you to miss the exam, that is 100% your responsibility.
- If material is in an assigned reading, in videos, in a Canvas announcement, or in lectures, it may appear on exams.
- We discuss current events in class; exams cover those topics.
- Check Canvas to ensure that your exam grades have been entered.

### e. Exam descriptions

- All three tests are multiple-choice and closed-book, but you are allowed one 8.5x11 page of notes, front and back, to be destroyed before disconnecting with Honorlock.
- Each is 90 minutes long and contains 50 questions worth 3 points each.
- Each includes five practice exam questions word-for-word.
- None is cumulative.
- Exam 1 covers material from Jan. 8 – Feb. 14, including assigned readings, videos, and current events discussed in class.
- Exam 2 covers material from Feb. 19 – Mar. 27, including assigned readings, videos, and current events discussed in class.
- Exam 3 covers material from Apr. 1 – Apr. 24, including assigned readings, videos, and current events discussed in class.
- Since exams are in Canvas and use Honorlock, each one is open for multiple days, and you may take the exams literally at any time during the exam periods from any location that has a reliable internet connection.

### f. Exam review

- To protect academic integrity, students will have access only to their exam scores.
- Students wishing to discuss their work should come to drop-in online office hours, no appointment necessary.

### g. Proctoring at Warrington

- The University of Florida requires that any assessment equivalent to 15% or more of a student's final course grade must be proctored. This policy protects both the value of your academic degree and your own time and effort in becoming a successful Warrington student. Please expect all assessments to be proctored and all assignments to utilize plagiarism software, and prepare accordingly.
- For online proctored exams, you are expected to have:
  - a working webcam and computer (restart your computer before your exam for the most effective testing environment)
  - Google Chrome
  - a downloaded extension to your Chrome browser
  - a private workspace (if this is unachievable contact your faculty)
  - incredible attention to exam instructions (it's your responsibility not to get flagged for cheating)
  - diligence to notify your faculty of accommodations or extenuating circumstances that affect your exam time or exam environment at the beginning of the term (at the very least, one week before your exam)
  - integrity to abide by all exam instructions and report any irresponsible peers
- The Warrington College of Business is strongly committed to academic integrity and will rigorously enforce violations of the UF [Honor Code](#) and/or additional Warrington academic integrity policies. To be a successful student please read all instructions for any assignment carefully, do not collaborate on individual exams, assignments, or homework, and thoroughly review the [Honorlock Student Guide](#) on the Warrington College Canvas website.

## 6 Capsim Global Team-Based Simulation

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### a. Simulation description

- In lieu of a cumulative final exam, throughout the semester, students will work in teams of five to complete an online international-business simulation titled Capsim Global.
- Each team manages a firm that creates, produces, and globally distributes medical-testing devices.
- Each team competes in “industries” (or “pods”) containing five other student teams and one computer team.
- In each “round,” of the simulation, teams investigate extensive data that details consumer preferences and market characteristics in three countries (the U.S., China, and Germany) and make business decisions in those markets.

### b. Simulation instructions

- Students will have the option to create their own teams of five during the first few weeks of the semester (see Capsim Global Instructions document); after the deadline (see calendar), teams will be assigned randomly, no exceptions. Students cannot change teams once the deadline has passed.
- Students should create a team only after having spoken to all members of the group.
- Each created team should have 5 members, no more and no fewer. Randomly assigned students may end up on a team with fewer than 5 people.
- Students are required to read carefully and **regularly refer to** the “Capsim Global Instructions” and “Capsim User Guide” documents, which can be found on the “Capsim Global Simulations Resources” page in Canvas. This means you should read the documents weekly, and use them as references.

### c. Simulation grading

- The simulation is worth 300 points.
- The simulation has three stages + Peer Evaluations.
- Stage 1 = 40 points and requires completing a training-guide quiz and a training simulation, both individually.
- Stage 2 = 30 points and requires completing 3 practice rounds (10 points/round) with your team. Students earn full credit by completing the rounds; how well teams perform does not matter.
- Stage 3 = 200 points and requires completing 8 competition rounds (25 points/round) with your team. Students automatically earn 20 points for completing each round. Depending on their performance, teams can earn up to 5 additional points each round.
- Everyone will evaluate their team members three times; Peer Evaluation 1, 2, and 3 each = 10 points. All evaluations are inside the simulation, not in Canvas; grades will be uploaded into Canvas at a later date.
  - Note: If you cannot get in touch with a teammate before Peer Evaluation 1, each member should assign that teammate a score of 0/10 for the first evaluation.
  - Once the Peer Evaluation deadlines are reached, scores are final and cannot be changed.
- Most points are easily earned by simply completing the work; “winning” is not required to earn a good grade.
- To earn points, you must both save your decisions **AND** confirm that you have saved them.
- Rounds are graded by Capsim and may take up to a week to be posted to Canvas. After that time, check Canvas to ensure that your Capsim Global grades have been entered.

## 7 Extra Credit (EC): 30 Points

### a. Capsim Global discussion assignments—20 points

- Starting in Week 3 (Jan. 22), students can earn 2 points/week for a total of 20 extra-credit points the entire term.
- To earn points, follow the instructions in each Discussion prompt.
- Only 2 points are available to earn per week; to earn all 20 EC points, you must complete all 10 discussions.
- Partial credit is allowed; if you complete only some weeks, you will earn some points, maxing out at 20.
- Deadlines are in the calendar (See Section 12).

### b. Faculty-course evaluations—10 points

- Students can complete two faculty-course evaluations, each with five questions, 1 point/question.
- Evaluation 1 opens in the middle of the semester; Evaluation 2 opens near the end of the term.
- These evaluations differ from UF GatorEvals; Dr. Phalin creates them to gather additional data to improve the class.
- Free points! There are no right or wrong answers—answer all questions, and you earn full extra credit.
- The answers you give on these evaluations will not affect your grade or standing in the class; Dr. Phalin will not access them and will receive only anonymized results from her tech staff.

### c. Additional extra credit

- Dr. Phalin may offer other additional extra-credit opportunities at random during the term.
- The points described in this section will be in addition to the 30 points outlined in a. and b. above, and they do not change the total points possible in the class, which is and always will be 1,000. (See 8b and c)
- Check Canvas announcements daily so you don't miss these opportunities since they cannot be made up, no exceptions.

## 8 Grading

### a. How to get credit for your work

- Know in which section you are registered.
- Know how your name appears on the class roll. Inform Dr. Phalin if you regularly use another name; otherwise, she cannot locate you to assign points.
- You MUST **use the @ufl.edu e-mail address on the class roll for all activities**—including Capsim Global—to earn credit (Some people have >1 @ufl address).
  - Points lost due to incorrect e-mail addresses cannot be recovered or made up.
- You MUST **use your name as listed on the class roll for all activities**— including Capsim Global—to earn credit.

### b. Point breakdown

Task	Points
Getting Started Quiz	20
Academic Integrity Assignment	10
Accessing Required Materials Assignment	10
Most Common Mistakes Quiz	10
Homework	200 (10 assignments; 20 points/assignment)
Exam 1	150
Exam 2	150
Exam 3	150
Capsim Global	300
-Stage 1	-40 (quiz = 20 points; training = 10 points; team agreement upload = 10 points)
-Stage 2	-30 (3 rounds; 10 points/round)
-Stage 3 - Peer Evaluations	-200 (8 rounds; 25 points/round)
	-30 (3 evaluations; 10 points/evaluation)
Total	1,000

### c. Grading scale

- **ONLY** the following scale will be used to determine your final grade:

A	≥ 930	B-	< 830 ≥ 800	D+	< 700 ≥ 670
A-	< 930 ≥ 900	C+	< 800 ≥ 770	D	< 670 ≥ 630
B+	< 900 ≥ 870	C	< 770 ≥ 730	D-	< 630 ≥ 600
B	< 870 ≥ 830	C-	< 730 ≥ 700	E	< 600

- The total number of points possible in the class is 1,000.
- The above point-based grading scale, NOT percentages in Canvas, determines your final grade. To know your final grade, use the grading table and point scale above.

- Extra-credit points are added on top of 1,000 points, even if Canvas shows more than 1,000 total points available.
- The scale listed above is firm. An 899.999999 is a B+, not an A-, and the same is true for all other cutoffs.
- Dr. Phalin **NEVER** allows additional extra credit or grade increases. **NEVER**.

## 9 Course Policies

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### a. Academic integrity

- You must abide by the university's rules for academic integrity, available for your review at [https://policy.ufl.edu/wp-content/uploads/2021/12/4-040\\_2021-12-06.pdf](https://policy.ufl.edu/wp-content/uploads/2021/12/4-040_2021-12-06.pdf).
- Any infraction or attempt (even if unsuccessful), no matter how minor, will cause you to be assigned an "E" for the course.
- If you know of an academic violation and do not report it, this is an academic violation and will be treated as such.
- Creating an unverifiable excuse to make up an exam or other assignment constitutes cheating.
- Claiming to have completed work that you did not complete is cheating. Dr. Phalin sees all students' online activity.
- At the beginning of each exam, you must answer a question stating that you agree to abide by the [Honor Code](#). If you do not answer the question, or if you disagree, you will fail that assessment.
- ***Ignorance of the Honor Code and/or class policies is not a defense.*** 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 such behaviors.
- To ensure academic integrity, students take individualized assessments, each receiving the same number of and type of questions from internal test banks.
- To ensure academic integrity, the Dean of Students Office (DSO) must verify all excuses for missed work (illness, family issues, job interviews, etc.).
  - The verified excuse must indicate that you were physically unable to complete the work during the entire period an assignment/assessment is open.
  - Contact <https://care.dso.ufl.edu/instructor-notifications/>
- To ensure academic integrity, all students must complete an Academic Integrity Assignment by Fri., Aug. 30, 11:59 p.m. Failure to complete the assignment will result in 10 points being deducted from your Exam 1 score.

### b. Artificial Intelligence (AI) Course Policy

- AI of any kind is not allowed in the course; do not use AI to write extra-credit discussions or complete any other work in the class. Doing so will result in the consequences discussed in (a) above, i.e., an "E" in the course.

### c. Deadlines & makeup policies

- No unexcused late work is accepted for assignments, the simulation, or extra credit, no exceptions.
- Note all deadlines, and double- and triple-check to ensure you have noted them accurately.
- Read the "Makeup Exam Policy" document, which can be found on the "Start Here" page in Canvas under the "Read" heading.
- Again, any DSO-verified excuse must indicate that you were physically unable to complete the work ***during the entire period an assignment/assessment is open.***

### d. Course communications

- Canvas messaging is unreliable and does not always send messages in a timely fashion.
- Contact Dr. Phalin and the TAs via e-mail ONLY; they do not use Canvas messaging, and no one will read or respond there.
- To protect student privacy under federal law, you must communicate with Dr. Phalin and the TAs using ONLY your @ufl e-mail address. Non-@ufl e-mails will not receive responses.
- Dr. Phalin and the TAs do not respond to discussion board posts, though students can post among themselves.
- Student-created discussion posts should be polite and relevant; otherwise, they will be deleted.
- If you send an e-mail to Dr. Phalin or the TAs, you should receive a reply within 48 business hours. (In other words, if you e-mail on Friday or a holiday, a reply may take longer.)
- If you do not receive a reply within the specified time, re-send the e-mail with "RE-SEND:..." and the rest of your original subject line in the subject line.
- Dr. Phalin communicates with the class frequently using Canvas announcements. Set your Canvas Notification Preferences to "Notify me right away"/"ASAP." You may do this by going to Settings → Notifications in the course Canvas page.
- Students must check Canvas daily for announcements.
- Any rude or inappropriate communications with the TAs and/or Dr. Phalin in any medium may result in your final grade being lowered at Dr. Phalin's discretion and a referral to Student Conduct.
- See 11f for additional advice.

#### e. Virtual attendance

- Students may but are not required to attend the live-streaming course remotely. Live lectures can be accessed by clicking on Video Lectures (Streaming) on the course Canvas homepage.
- Students can participate live and submit questions and/or comments in Canvas Chat, available on the left-hand navigation bar on the course site's home page. Chats should be on-topic and impersonal, related to the course and course material.
- By participating in the course livestream, you consent to having your voice and/or image recorded.
- On days when the course is rescheduled due to Dr. Phalin's Board of Governors duties (see calendar), class will be 100% online in Dr. Phalin's Zoom office, and students may but are not required to attend and participate in the course there. Those lectures will be recorded and posted at a later time.

#### f. Accommodations

- Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the disability Resource Center by visiting <https://disability.ufl.edu/students/get-started>.
- Once registered, students will receive an accommodation letter, which must be sent to Dr. Phalin via e-mail, when requesting accommodations.
- **It is important for students to e-mail their accommodation letter to Dr. Phalin directly** and discuss their access needs with her. In other words, students should e-mail Dr. Phalin even though the DRC sends a letter to her; many letters require additional information so accommodations can be implemented correctly.
- To expedite the process and ensure that accommodations can be made for all assignments and exams, please submit requests by the end of drop-add.
- For more information, please visit <https://disability.ufl.edu/students/accommodations/> or call 352-392-8565.

## 10 University Policies & Resources

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#### a. UF policies on attendance, exams, and grading

- <https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>
- <https://catalog.ufl.edu/ugrad/current/regulations/info/exams.aspx>
- <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

#### b. UF faculty evaluations

- Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals.
- Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.ua.ufl.edu/students/>.
- Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>.
- Summaries of course evaluation results are available to students at <https://gatorevals.ua.ufl.edu/public-results/>.

#### c. Grievance process

- Should you have issues with your experience in this course that cannot be resolved with the professor, department, or program, please visit <https://distance.ufl.edu/state-authorization-status/#student-complaint> if you are an online student or <https://sccr.dso.ufl.edu/policies/student-honor-%20code-student-conduct-code/> if you are an on-campus student.

#### d. Counseling, emergency assistance, and campus resources for health and wellness

- Your well-being is important to Dr. Phalin and the University of Florida.
- The U Matter, We Care initiative (<https://umatter.ufl.edu/>) 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](mailto: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.

#### Other resources include:

- Counseling and Wellness Center: <https://counseling.ufl.edu/>, 392-1575
- Student Health Care Center: <https://shcc.ufl.edu/>, 352-392-1161
- UF Health Shands Emergency Room/Trauma Center: <https://ufhealth.org/uf-health-shands-emergency-room-trauma-center>, 352-733-0111; ER location 1515 SW Archer Road, Gainesville, FL 32608
- University Police Department: <https://police.ufl.edu/> 392-1111 or 9-1-1 for emergencies



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

#### e. Academic resources

- UF Student Success: <https://studentsuccess.ufl.edu/>. A central hub of info for tutoring, coaching, mentoring, and more.
- Career Connections Center: <https://career.ufl.edu/>, 392-1601. Career assistance and counseling.
- Library Support: <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with the libraries or finding resources.
- Teaching Center: <http://teachingcenter.ufl.edu/>, 392-2010 or 392-6420. General study skills and tutoring.
- Writing Studio: <http://writing.ufl.edu/writing-studio/>, 846-1138. Help brainstorming, formatting, and writing papers.

#### h. In-class recording

- Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.
- A “class lecture” is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture **does not** include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.
- Publication without permission of the instructor is prohibited. To “publish” means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or **third-party note/tutoring services**. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under [UF Regulation 4.040 Student Honor Code and Student Conduct Code](#).

## 11 How to Get the Most out of This Course

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### a. Use the syllabus and course documentation before contacting Dr. Phalin and/or the TAs

- Yes, syllabi and course documentation are long and cumbersome, for you and professors alike. But...
- In a class with >800 students, these documents facilitate efficient information flow and communication so Dr. Phalin and the TAs have time to engage personally with the maximum number of students possible.
- The syllabus and all referenced documents contain all the information you need to succeed in this course. Promise. Searching these documents first is the fastest way to get the answers you may need.
- Read the syllabus and all referenced documents fully and carefully and ensure that you understand all course policies.
- If you have questions, ***FIRST READ THE SYLLABUS AND/OR COURSE DOCUMENTATION FULLY AND CAREFULLY.***
- If you still have questions after fully and carefully reviewing all documents, let Dr. Phalin or the TAs know.

### b. Watch and re-watch lectures before contacting Dr. Phalin and/or the TAs

- As you should examine the syllabus and course materials before asking questions, you should also watch and re-watch lectures, including those of Ms. Lopez, before asking questions.
- When you come to office hours, the first question will be, “Did you watch the lecture?”
- If you don’t understand a concept upon first watching, try watching again before asking; that is one of the reasons lectures are recorded, and re-watching is a useful exercise.

### c. Decide what grade you want to earn

- Everyone has different goals, and that is fine. Set yours, and then meet with Dr. Phalin in online office hours at the beginning of the term to create a game plan to get where you want to be.

### d. Maximize points earned—even if you think you’ll earn your preferred grade easily

- Many students think they can easily earn their preferred grade by doing the bare minimum, and then finish the semester a few points short.
- Remember, your grade is your grade, even if you are 0.00001 points from the next letter.
- More than a decade of grade data from this class show that students need every point they can get, so don’t let anything slide.
- Keep on top of deadlines! Notice the point breakdown in Section 8b: A large number of points are completion—all you have to do is finish, good or bad. Missing deadlines = missing free points.
- Do ALL the extra credit.

**e. Meet with Dr. Phalin and the TAs ASAP**

- Ask for help immediately. If you ask for advice after Exam 2, it is usually too late to affect your final grade.
- Drop in to online office hours anytime, for any reason. Need to complain? Compliment? Get feedback? We love to hear it all! Come see us—that’s why we are here, and truthfully, we spend most of our office hours alone. Please change that.
- If you plan to ask Dr. Phalin for a recommendation letter or reference, you must attend online office hours. Dr. Phalin does not provide recommendations/references for students she does not know personally. Visit the “Start Here” page in Canvas to read the “Recommendation Letter Instructions” for specifics. Dr. Phalin may or may not have time to write a recommendation letter, depending on her schedule at the time of the request.

**e. Keep track of all deadlines**

- This is so important it’s mentioned multiple times. Your grade can improve significantly by simply completing work. If you miss free points, your grade suffers, and there is no way to make it up.

**f. Review previous coursework**

- This course uses concepts and methods contained in the pre-reqs for MAN 3025 and MAR 3023—microeconomics, macroeconomics, algebra, and basic accounting. Finance is not a pre-requisite, but we may use/learn some basics.
- If at any point during the semester you need to review concepts from previous courses, please see the document “Resources for Review” in Canvas on the “Start Here” page.

**g. Communicate professionally**

- Students should conduct themselves professionally when communicating with Dr. Phalin or the TAs.
- E-mails should be written as letters, not as texts.
- Messages should be concise, clear, business-like, and without slang, abbreviations, and language that might be misinterpreted as rude.
- If you are frustrated by something, wait a few hours before angrily typing an e-mail to Dr. Phalin or TAs.
- Tone is very difficult to convey electronically. Before sending an e-mail, imagine stating the e-mail to Dr. Phalin’s face, or to that of a boss or potential employer. Imagine the response. If the result makes you uncomfortable, rewrite your e-mail in more professional and polite language before you send it.
- Send a “thank you” e-mail to Dr. Phalin or the TAs if we have assisted you. This is not because we like hearing “thank you” (although it is pleasant), but because this is excellent practice for the business world. It is a good habit to develop; people rarely write “thank you” follow-ups these days, and these small niceties can help you stand out—in a good way.

## 12 Weekly Schedule

- Check Canvas daily for any updates/changes. Additional extra-credit opportunities may be offered at random.
- All deadlines and exam times are in U.S. Eastern time.
- Please note carefully which Wednesdays are live in Heavener and which are pre-recorded; the schedule varies.

Week	Date	In-class work	Readings for next class	Assignments Due
1	Aug. 26 (M)	<b>Live lecture, Heavener 150, 11:45AM:</b> 1. Syllabus and Course Overview	1. PESTEL Reading 2. FBI Report 3. EuroFins Rpt 4. Capsim Global User Guide	
	Aug. 28 (W)	<b>Live lecture, Heavener 150, 11:45AM:</b> 1. Introduction to PESTEL Analysis  <b>Pre-recorded lectures:</b> 1. <a href="#">Introduction</a> to Capsim Global Simulation and the Global Genomics Industry (Begin @ 1:08) 2. <a href="#">Introduction</a> to Capsim Global User Guide (Begin @ 00:35)	1. US Readings/ Videos	
	Aug. 29 (R)			1. Getting Started Quiz due, 11:59PM

	<b>Aug. 30 (F)</b>			<ol style="list-style-type: none"> <li>1. Deadline to authorize charges for Capsim <b>AND</b> log in to Capsim via Canvas, 11:59PM</li> <li>2. Capsim Global Team Formation deadline, 11:59PM</li> <li>3. Accessing Required Materials Assignment due, 11:59PM</li> <li>4. Academic Integrity Assignment due 11:59PM</li> <li>5. Most Common Mistakes Quiz due, 11:59PM</li> </ol>
<b>2</b>	Sept. 2 (M)	<b>LABOR DAY—University Closed</b>		
	<b>Sept. 3 (T)</b>			<ol style="list-style-type: none"> <li>1. Capsim Global Training due 11:59PM</li> <li>2. Capsim Global User Guide Quiz due 11:59PM</li> </ol>
	Sept. 4 (W)	<b>Live lecture, Heavener 150, 11:45AM:</b> <ol style="list-style-type: none"> <li>1. Introduction to PESTEL Analysis</li> <li>2. US PESTEL</li> </ol>		
	<b>Sept. 6 (F)</b>			1. Capsim Global User Guide EC due, 11:59PM
<b>3</b>	Sept. 9 (M)	<b>Live lecture, Heavener 150, 11:45AM:</b> <ol style="list-style-type: none"> <li>1. US PESTEL</li> </ol>		
	<b>Sept. 10 (T)</b>			
	Sept. 11 (W)	<b>Pre-recorded lecture:</b> <ol style="list-style-type: none"> <li>1. <a href="#">US RMPF and Capsim walk-through</a> (Begin @ 2:30)</li> </ol>	Germany Readings/Videos	
	<b>Sept. 13 (F)</b>			<ol style="list-style-type: none"> <li>1. Team Agreement Upload deadline, 11:59PM</li> <li>2. Capsim Global Peer Evaluation 1 due, 11:59PM</li> </ol>
<b>4</b>	Sept. 16 (M)	<b>Live lecture, Heavener 150, 11:45AM:</b> <ol style="list-style-type: none"> <li>1. Germany PESTEL</li> </ol>		
	<b>Sept. 17 (T)</b>			1. Capsim Global Practice Round 1 due, 11:59PM
	Sept. 18 (W)	<b>Pre-recorded Lecture:</b> <ol style="list-style-type: none"> <li>1. <a href="#">Germany RMPF and Balanced Scorecard</a> (Begin @1:40, stop @45:12)</li> </ol>	China Readings/Videos	
	<b>Sept. 20 (F)</b>			<ol style="list-style-type: none"> <li>1. Capsim Global Practice Round 1 EC due, 11:59PM</li> <li>2. US HW due, 11:59PM</li> </ol>
<b>5</b>	Sept. 23 (M)	<b>Live lecture, Heavener 150, 11:45AM:</b> <ol style="list-style-type: none"> <li>1. China PESTEL</li> </ol>		
	<b>Sept. 24 (T)</b>			1. Capsim Global Practice Round 2 due, 11:59PM
	Sept. 25 (W)	<b>Pre-recorded Lecture:</b> <ol style="list-style-type: none"> <li>1. <a href="#">China RMPF*</a> (Begin @ 29:54, stop @44:40)</li> <li>2. <a href="#">Practice Round 1 Debrief</a> (Begin @45:13)</li> </ol> <p>*Note correction on Wk 5 Canvas page</p>		
	<b>Sept. 27 (F)</b>			<ol style="list-style-type: none"> <li>1. Capsim Global Practice Round 2 EC due, 11:59PM</li> <li>2. Germany HW due, 11:59PM</li> </ol>
<b>6</b>	Sept. 30 (M)	<b>Live lecture, Heavener 150, 11:45AM:</b> <ol style="list-style-type: none"> <li>1. China PESTEL</li> </ol>		
	<b>Oct. 1 (T)</b>			1. Capsim Global Practice Round 3 due, 11:59PM

	Oct. 2 (W)	<b>Live lecture, Heavener 150, 11:45AM:</b> 1. China PESTEL 2. Exam 1 Review  <b>Pre-recorded lecture:</b> 1. <a href="#">Practice Round 2 Debrief</a> (Begin @45:20)	Canada Readings/Videos	
	Oct. 4 (F)			1. Capsim Global Practice Round 3 EC due, 11:59PM
<b>Exam 1</b> <b>Exam opens Oct. 6 (Sun.) 12AM</b> <b>Exam closes Oct. 8 (T) 11:59PM—finish exam by 11:59PM</b>				
7	Oct. 7 (M)	<b>Live lecture, Heavener 150, 11:45AM:</b> 1. Canada PESTEL		
	Oct. 8 (T)			1. Capsim Global Round 1 due, 11:59PM
	Oct. 9 (W)	<b>Pre-recorded Lecture:</b> 1. <a href="#">Practice Round 3 Debrief, Canada RMPF, and Emergency Loans</a>	Mexico Readings/Videos	
	Oct. 11 (F)			1. China HW due, 11:59PM 2. Capsim Global Round 1 EC due, 11:59PM
8	Oct. 14 (M)	<b>Live lecture, Heavener 150, 11:45AM:</b> 1. Mexico PESTEL		
	Oct. 15 (T)			1. Capsim Global Round 2 due, 11:59PM
	Oct. 16 (W)	<b>Pre-recorded Lecture:</b> 1. <a href="#">Mexico RMPF and Round 1 Debrief</a> (begin @ 00:30)	UK Readings/Videos	
	Oct. 18 (F)			1. Canada HW due, 11:59PM 2. Capsim Global Round 2 EC due, 11:59PM 3. Capsim Global Peer Evaluation 2 due, 11:59PM
9	Oct. 21 (M)	<b>Live lecture, Heavener 150, 11:45AM:</b> 1. UK PESTEL		
	Oct. 22 (T)			1. Capsim Global Round 3 due, 11:59PM
	Oct. 23 (W)	<b>Pre-recorded Lecture:</b> 1. <a href="#">UK RMPF and Round 2 Debrief</a> (begin @1:09:40)	Russia Readings/Videos	
	Oct. 25 (F)			1. Mexico HW due, 11:59PM 2. Capsim Global Round 3 EC due, 11:59PM
10	Oct. 28 (M)	<b>Live lecture, Heavener 150, 11:45AM:</b> 1. Russia PESTEL		
	Oct. 29 (T)			1. Capsim Global Round 4 due, 11:59PM 2. Midterm Feedback Survey due, 11:59PM
	Oct. 30 (W)	<b>Pre-recorded Lecture:</b> 1. <a href="#">Russia RMPF and Round 3 Debrief</a> (begin @ 00:28)	Japan Readings/Videos	
	Nov. 1 (F)			1. UK HW due, 11:59PM 2. Capsim Global Round 4 EC due, 11:59PM
11	Nov. 4 (M)	<b>Live lecture, Heavener 150, 11:45AM:</b> 1. Japan PESTEL		
	Nov. 5 (T)			1. Capsim Global Round 5 due, 11:59PM
	Nov. 6 (W)	<b>Pre-recorded Lecture:</b> 1. <a href="#">Japan RMPF, Round 4 Debrief, and Pro Forma Review</a> (begin @1:40)	India Readings/Videos	
	Nov. 8 (F)			1. Russia HW due, 11:59PM 2. Capsim Global Round 5 EC due, 11:59PM

Exam 2				
Exam opens Nov. 10 (Sun.) 12AM				
Exam closes Nov. 13 (W) 11:59PM—finish exam by 11:59PM				
12	Nov. 11 (M)	<b>VETERAN'S DAY—University Closed</b>		
	Nov. 12 (T)			1. Capsim Global Round 6 due, 11:59PM
	Nov. 13 (W)	<b>Live lecture, Heavener 150, 11:45AM:</b> 1. India PESTEL  <b>Pre-recorded Lecture:</b> 1. <a href="#">India RMPF and Round 5 Debrief, and Pro Forma Review</a> (begin @00:45)	SE Asia and SS Africa Readings/Videos	
	Nov. 15 (F)			1. Japan HW due, 11:59PM 2. Capsim Global Round 6 EC due, 11:59PM
13	Nov. 18 (M)	<b>Live lecture, Heavener 150, 11:45AM:</b> 1. Southeast Asia PESTEL 2. Sub-Saharan Africa PESTEL		
	Nov. 19 (T)			1. Capsim Global Round 7 due, 11:59PM
	Nov. 20 (W)	<b>Pre-recorded Lectures:</b> 1. <a href="#">Southeast Asia RMPF and Round 6 Debrief</a> (begin @0:55) 2. <a href="#">Sub-Saharan Africa RMPF</a> (begin @0:55)	MENA Readings/Videos	
	Nov. 22 (F)			1. Capsim Global Round 7 EC due, 11:59PM 2. India HW due, 11:59PM
14	<b>THANKSGIVING BREAK—University Closed</b>			
Nov. 25-29 (M-F)				
15	Dec. 2 (M)	<b>Live lecture, Heavener 150, 11:45AM:</b> 1. Middle East and North Africa PESTEL  <b>Makeup Exam:</b> See Makeup Exam Document	LA Readings/Videos	
	Dec. 3 (T)			1. Capsim Global Round 8 due, 11:59PM
	Dec. 4 (W)	<b>Live lecture, Heavener 150, 11:45AM:</b> 1. Latin America PESTEL <i>*Makeup Exam 1, 2, 3: <u>Only for those with documentation and approved by Dr. Phalin; see Makeup Exam Policy doc</u></i>  <b>Pre-recorded Lecture:</b> 1. <a href="#">Middle East and North Africa RMPF</a> (begin @31:39) 2. <a href="#">Round 7 Debrief</a> (begin @00:50) 3. <a href="#">Wrap-up Recommendations for Round 8</a> (begin @ 1:06:25) 4. <a href="#">Latin America RMPF</a> (begin @44:12) 5. <a href="#">Overall Simulation Debrief</a> (begin @4:04)		1. Southeast Asia HW due, 11:59PM 2. Sub-Saharan Africa HW due, 11:59PM 3. Capsim Global Round 8 EC due, 11:59PM 4. Capsim Global Peer Evaluation 3 due, 11:59PM 5. Final Feedback Survey due, 11:59PM
Exam 3				
Exam opens Dec. 8 (Sun.) 12AM				
Exam closes Dec. 10 (T) 11:59PM—finish exam by 11:59PM				
	Dec. 10 (T)			1. Middle East and North Africa HW due, 11:59PM 2. Latin America HW due, 11:59PM