**IB 303: International Business Operations**

**Syllabus, FALL 2021**

**TEACHING ASSISTANT:** Victoria Braccini

vlb5198@psu.edu

*Victoria is a former student and very familiar with course content, expectations, and grading.*

**Zoom Office Hours by appointment only.**

Request a meeting

**INSTRUCTOR:** Cassandra Ghinos

CMG20@psu.edu, Office: 326B Business Building

**Zoom Office Hours:**

Tuesdays 10 a.m. to noon and 2 - 3 p.m.

[Reserve](https://outlook.office365.com/owa/calendar/IB303SupportwithProfessorGhinos%40PennStateOffice365.onmicrosoft.com/bookings/) time during office hours (*recommended)*

Request a meeting outside office hours.

[Join ZOOM Office Hours](https://psu.zoom.us/j/91674941265?pwd=SEQxMkdad3hxRkR2NWl1OW5iL21EZz09)

(Zoom requires PSU email authentication.)

**COURSE FORMAT**

This course is scheduled to meet in person and attendance is strongly encouraged. ONLY attend the section that you are registered for in LionPath. **DO NOT attend another class section.**

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| --- | --- | --- |
| **Section 002** | 10:10 – 11:00 a.m. | LOCATION:Business Building 107 |
| **Section 003** | 11:15 – 12:05 p.m. |
| **Section 004** | 1:25 - 2:15 p.m. |
| **Section 005** | 2:30 – 3:20 p.m. |

# **COVID-19 and MASKING**

Penn State University requires everyone to wear a face mask in all university buildings, including classrooms, regardless of vaccination status. ALL STUDENTS MUST wear a mask appropriately, covering both your mouth and nose.  This is to protect your health and safety as well as the health and safety of your classmates, instructor, and the university community.Anyone attending class without a mask will be asked to put one on or leave.  Instructors may end class if anyone present refuses to appropriately wear a mask for the duration of class. Students who refuse to wear masks appropriately may face disciplinary action for Code of Conduct violations.  If you feel you cannot wear a mask during class, please speak with your adviser immediately about your options for altering your schedule.

# **COURSE DESCRIPTION AND LEARNING OBJECTIVES**

IB 303 is designed to provide an overview of global business operations, the environments in which international business occurs, and the effects of international business on the objectives of nation states. We will learn about the unique challenges associated with international business and how to develop the capacity to think globally in the context of business planning and decision making. After completing this course, students should:

* Understand how globalization and international business impact nations, firms, and society.
* Know how to assess a nation’s political economy and economic development level.
* Recognize how national differences influence business risk, opportunities, and costs.
* Be able to effectively and more confidently collaborate and communicate across diverse global cultures.
* Understand how global trade and investment environments impact firm strategies and partnerships.
* Know the functions of the foreign exchange market and how currency fluctuations impact business outcomes.
* Understand the basics of exporting, including important steps that firms take to begin selling globally.
* Recognize why and how firms adapt global branding and marketing strategies to fit country market conditions.

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**COURSE MATERIALS**

REQUIRED TEXTBOOK: Global Business Today 12/e with Connect code “Connect” is McGraw-Hill’s online assignment & assessment tool where students complete assignments and quizzes. The textbook is available in print and digital format, purchasing details are below. We will supplement the textbook with articles and videos posted on CANVAS.

**PRINT VERSION** (loose-leaf) - Available at both PSU bookstores at a discounted price

Global Business Today 12/e with Connect code (Hill)

ISBN #:978-1266547737 (*MAKE SURE TO PURCHASE ONLY THIS ISBN#!)*

*NOTE:* To access Connect, please follow registration instructions below

## **DIGITAL VERSION (Connect Direct)**

*Connect Direct* includes the complete eBook and Connect software. (It does not include a print version of the book, but you may purchase a loose-leaf copy any time for an additional $25, directly from McGraw Hill.)

*NOTE:* To purchase the digital version please follow the steps below.

CONNECT REGISTRATION INSTRUCTIONS (For print & digital)

1. Go to the IB 303 CANVAS homepage, click on “McGraw-Hill Campus” in left navigation.
2. Click the “Agree to Terms” box **>** Click “Get Started” > Click “Connect”.
3. Enter your e-mail in the box area. If you have used Connect previously or concurrently in another course, **use that same e-mail** or you will be asked to create a McGraw-Hill Education Account.
* For Digital Version - Select “**Connect”** & then “**BUY IT**”.
* For printed loose-leaf package from the bookstore – Scratch off 20-digit registration code and enter it in “Access Code” field in the “Use Connect Code” box. Complete registration section.



*(Textbook details, continued)*

TEMPORARY ACCESS IS AVAILABLE - Not *sure about staying in the course or want to try the All-Digital option? Select “Temporary Access” for 14 days of complimentary access to Connect and eBook. After 14 days you must purchase full Connect access (print or digital) to maintain access to course assignments and materials. Work completed during the Temporary Access period will be saved. If you select the Need to Purchase option, you’ll see an option to purchase a loose-leaf version of the book from McGraw-Hill for $25 anytime during the semester.*

## MCGRAW-HILL TECHNICAL SUPPORT - If you need Technical Support (forgotten password, wrong code, etc.) please contact the McGraw-Hill Education Customer Experience Group (CXG) at: 800-331-5094. [www.mhhe.com/support](http://www.mhhe.com/support)

**COMMUNICATIONS**

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Apart from class, we will use CANVAS announcements to share updates, reminders, and other information throughout the semester. Please makes sure your CANVAS settings allow you to receive these frequently time-sensitive communications. As a professional courtesy and to ensure a prompt response (within 24 hours) please

* Include in the Subject Line: IB 303 and your section number, along with the subject.
* DO NOT email me and the TA separately about the same topic!

# **COURSE COMPONENTS AND SCALE**

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| --- | --- | --- | --- | --- |
| **ASSESSMENT TYPE** | **POINTS** |  | **LETTER GRADE** | **POINTS** |
| Exams (3) | 400 |  | A | 925 - 1000 |
| Connect Activities (10/11 graded) | 250 |  | A- | 895 - 924 |
| Group Project (1) | 200 |  | B+ | 865 - 894 |
| Individual Activity (1) | 100 |  | B  | 825 - 864 |
| Individual Presentation (1) | 50 |  | B- | 795 - 824 |
| **TOTAL POINTS POSSIBLE** | **1000** |  | C+ | 765 - 794 |
|  | C  | 695 - 764 |
| **Extra Credit (Optional)** | **Up to 12** |  | D | 595 - 694 |
|  | F | < 595 |

***NOTE:*** *Do not ask for grade adjustments at the end of the semester. Grades are based on points earned.*

# **ASSESSMENT DETAILS AND DUE DATES** *(NOTE: Due dates are firm; take them seriously and plan accordingly.)*

# **EXAMS** (400 possible points)

Exams will likely include multiple choice and true/false questions designed to assess and reinforce knowledge and critical thinking skills. Questions will cover reading assignments and content discussed in class, including videos, articles, and guest speakers. Attending class will help you to do well on exams.

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| **Exam Details** | **Exam Dates** |
| Exam 1 (150 points): Chapters 1 – 5, plus additional material | Friday, October 8, in class |
| Exam 2 (150 points): Chapters 6 – 9, plus additional material | Wednesday, Nov. 10 in class |
| Exam 3 (100 points): Chapters 10, 14, 16, plus additional material | TBD - *During finals week* |

*(Exam details, continued)*

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*Exam Date Conflicts: If you have a documented, University approved conflict on the date of Exam 1 or 2, you may take the exam prior to the conflict. Please notify me in person at least two weeks prior to the exam so we can make appropriate arrangements.*

*Missed Exams: In situations that are beyond a student’s control and that are in accordance with university policy, a make-up exam will be offered at my discretion. Students must notify me within 24 hours of the scheduled exam.*

# **CONNECT ASSIGNMENTS AND QUIZZES** (250 possible points)

Assignments and quizzes in CONNECT cover concepts from the book and class and are designed to help students retain material. Deadlines are firm and we will not reopen assignment/quizzes after due dates have passed. We will, however, drop the lowest cumulative chapter grade so don’t stress if you inadvertently miss one or don’t do as well as expected. Attending class and reading the chapter BEFORE starting CONNECT work will help you do well.

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| **11 CONNECT Activities****(25 points per chapter, lowest chapter grade dropped)**Chapter 1 Assignment (Globalization)Chapter 2 Assignment and Quiz (Political Economy)Chapter 3 Assignment (Economic Development)Chapter 5 Assignment (Ethics)Chapter 6 Quiz (International Trade Theory)Chapter 7 Assignment and Quiz (Gov’t Trade Policy)Chapter 8 Assignment (FDI)Chapter 9 Assignment and Quiz (Economic Integration)Chapter 10 Assignment (Foreign Exchange)Chapter 14 Assignment and Quiz (Exporting)Chapter 16 Assignment (Global Marketing) | **Due Dates****(All @ 11:59 p.m. EST)**Sunday, September 5Sunday, September 12Sunday, September 19Sunday, October 3Sunday, October 17Sunday, October 24Sunday, October 31Sunday, November 7Sunday, November 21Sunday, December 5Sunday, December 12 |

# **GROUP PROJECT** (200 possible points)

Working collaboratively in groups and using the tools, skills and knowledge developed in class, students will assess two potential country markets and recommend which market its firm should enter. Each team will prepare a final 10 – 12 page, professionally written report detailing the team’s findings and recommendations. Additional details provided on CANVAS.

*NOTE: We do* ***not*** *accept individual submissions – this must be completed as a group. Students who do not contribute to the project will earn a “0” grade.*

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| **Group Project** | **Due Date (11:59 pm. EST)** |
| Country Market Assessment & Recommendation* Check-In #1
* Final Deliverable
 | Sunday, October 10Friday, November 19 |

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**INDIVIDUAL ACTIVITY** (100 possible points)

To gain a richer and deeper understanding of cross-cultural differences and similarities, students will conduct an in-person or ZOOM interview with an individual whose nationality and culture are different from one’s own. Deliverables via CANVAS will include interview responses, summary report and analysis of findings, and your thoughts on how to better collaborate and manage in your interviewee’s culture. Interview questions and assignment details will be provided on CANVAS.

|  |  |
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| **Individual Activity** | **Due Date (11:59 pm. EST)** |
| Cross Cultural Survey and Report | Sunday, September 26 |

**INDIVIDUAL PRESENTATION** (50 possible points)

Students will sign up on a first-come, first-served basis, to present a 3 to 4-minute overview of a global current event pertaining to the course. **SIGN-UP CLOSES on Monday, August 30 @ 11:59 pm, after which you forfeit the right to present.** To earn full credit, your presentation should meet the following requirements.

* *Be current - within 48 hours of class.*
* *Include source, author, article title, date published.*
* *Indicate why you chose the article, its relevance to the course and what IB concepts are illustrated.*
* *Provide succinct summary of the issue in your own words, along with any context or background information needed to help audience better understand the topic.*
* *Explain how current event issue impacts you and other stakeholders (i..e firms, managers, employees, society)*
* *DO NOT repeat article/topic already presented.*
* *DO NOT read the presentation (You may use a small index card to bullet key points if you wish.)*
* *USE YOUR OWN WORDS - Do not regurgitate the article!*
* *Students presenting on the same day should collaborate in advance to ensure topics do not overlap.*

SIGN UP (instructions/expectation)On course homepage, click on “people” in left-hand navigation, then click on “Group” in top navigation. Sign up for preferred date. Out of courtesy and respect to fellow-students, please do NOT change your date after signing up. Students are responsible for knowing their presentation date – we do not send reminders. *Make-up presentations, in situations that are beyond a student’s control and that are in accordance with university policy, will be at my discretion*

**ATTENDANCE AND PARTICIPATION**

Please come to class. The formal expectation is that you attend class but more than that, it’s about the long-term value you’ll gain from learning firsthand how to engage in a globalized business environment. So much of what we learn can help you add value to future employers and distinguish yourself at interviews. We will use the Top Hat learning platform to support active engagement, collect feedback and enhance learning. *(See CANVAS for details)*

***Note:*** *If you need to miss class for an extended period due to medical reasons, please notify us immediately. We will do our best to support you during your absence.*

**EXTRA CREDIT**

Students wanting to earn extra credit while enhancing learning may opt to complete CONNECT SmartBook assignments. SmartBook is an adaptive learning and reading tool within CONNECT that personalizes content according to individual student needs. The tool highlights key topics within a chapter through a series of questions.

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*(Extra credit, continued)*

SmartBook is designed to help you discover what you know and don’t know and can help you master and retain material. To earn credit (1 point per chapter) you must complete all questions within each SmartBook assignment.

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| **CONNECT SmartBook Assignments (Optional)** | **Due Date (11:59 pm. EST)** |
| Chapters 1 – 5 (one point per chapter, max 5 points) | Thursday, October 7  |
| Chapters 6 – 9 (one point per chapter, max 4 points) | Tuesday, November 9 |
| Chapters 10, 14, 16 (one point per chapter, max 3 points) | Sunday, December 12 |

## **COURSE EXPECTATIONS**

WHAT YOU CAN EXPECT FROM ME

I know transitioning back to in-person learning will be a big change and, in some cases, a big challenge for some of us. As we transition back, here is what you can count on from me: **professionalism**, **humo**r, **enthusiasm**, and lots of **relevant and engaging content**, fine-tuned over a 30+ year career in global business. I am 100% --

* Committed to your success in this course!
* Respectful of your time – we will always end class on time.
* Present and easily accessible – during and outside of virtual office hours and through email.
* Empathetic and understanding – please be comfortable discussing special circumstances with me that might impact your performance in this course. Let’s find solutions together.
* Clear, concise, and consistent – in all aspects of communication and grading.
* Prompt – in responding to emails and grading.

# WHAT DO I EXPECT FROM YOU?

In one word, PROFESSIONALISM - after all, this is a business course. Acting professionally means--

* Attending class. If you need to miss a class, please email our TA as a professional courtesy.
* Arriving to class on time.
* Interacting with fellow students respectfully, politely and in an inclusive manner.
* Staying engaged and present in the course by **actively participating**. We will routinely use polls and breakout sessions to keep the course interactive and engaging.
* Staying on top of assignments, readings, and classwork – deliver on time.
* Reading announcements. (Make sure your Canvas notifications are turned on.)
* Staying current on global events by reading business content from trusted sources like the Wall Street Journal, The New York Times, The Economist, [Bloomberg](https://www.bloomberg.com/), the [BBC](https://www.bbc.com/), among others. This will greatly further expand your knowledge and thinking about international business.

## **RELATED WEBSITE: CANVAS** <https://psu.instructure.com>

Everything you need to be successful in this course will be provided on CANVAS including ZOOM link to live class sessions (if needed) this syllabus, course slides, recorded lectures, assignment due dates, readings and more. All materials on CANVAS are for the sole use of students enrolled in this course. Sharing CANVAS content on third party websites is strictly prohibited. For help getting started in CANVAS, visit: <https://orientation.psu.edu/sites/default/files/documents/canvas_flyer_2017.pdf>

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*(CANVAS, continued)*

*Per University policies AD95 and AD96, students are prohibited from exploiting their Penn State access account (e.g., Canvas email) for unacceptable uses. In this class, examples of unacceptable uses include students’ soliciting for any products or services (e.g., class note services such as Nittany Notes or LionTutors), distributing student organization information or information from a company, and disseminating personal commentary.*

**Academic Integrity**

According to the Penn State Principles and University Code of Conduct:

Academic integrity is a basic guiding principle for all academic activity at Penn State University, allowing the pursuit of scholarly activity in an open, honest, and responsible manner. According to the University’s Code of Conduct, you must neither engage in nor tolerate academic dishonesty. This includes, but is not limited to cheating, plagiarism, fabrication of information or citations, facilitating acts of academic dishonesty by others, unauthorized possession of examinations, submitting work of another person, or work previously used in another course without informing the instructor, or tampering with the academic work of other students.

* Any violation of academic integrity will be investigated and, where warranted, corrective academic and/or disciplinary action will be taken. For every incident where a penalty is assessed, an Academic Integrity Incident Report form must be filed. The form can be found on the Smeal College Honor and Integrity website: <https://www.smeal.psu.edu/integrity>. The report must be signed and dated by both the instructor and the student, and then submitted to Monica Snyder, 202 Business Building.
* **University Policy G-9** <http://undergrad.psu.edu/aappm/G-9-academic-integrity.html>

“Once a student has been informed that academic misconduct is suspected, the student may not drop the course during the adjudication process. The Dean of the College (UP) and/or the Chancellor (campuses) or his or her representative is responsible for notifying the Office of the University Registrar when academic misconduct is suspected in a course. Any drop or withdrawal from the course during this time will be reversed. A student who has received an academic sanction as a result of a violation of academic integrity may not drop or withdraw from the course at any time. These drop actions include regular drop, late drop, withdrawal, retroactive late drop and retroactive withdrawal. Any such drop action of the course will be reversed. This drop policy may be superseded in exceptional circumstances (i.e. trauma drop). In these cases, the Office of Student Conduct or the Student Conduct designee will confer with the Dean of the College (UP) or the Chancellor (campuses) or his or her representative to determine if the drop is warranted.

**Smeal Honor Code:**

*We, the Smeal College of Business Community, aspire to the highest ethical standards and will hold each other accountable to them. We will not engage in any action that is improper or that creates the appearance of impropriety in our academic lives, and we intend to hold to this standard in our future careers.*

**Plagiarism / Copying**

All work you submit for grading or academic credit is designed to reflect your knowledge and skill related to the course subject matter. Therefore, unless otherwise indicated, all work submitted is to be done on an individual basis. This includes but is not limited to all exams, quizzes, homework, papers, written assignments, and presentations. Plagiarism is claiming work as your own that you have copied from another person, whether that other person knows about it or not. This includes copying from web sites without proper source citation and using homework or papers prepared by current or past students whether working as an individual or working in a group / team.

**Affirmative Action & Sexual Harassment**

The Pennsylvania State University is committed to a policy where all persons shall have equal access to programs, facilities, admission, and employment without regard to personal characteristics not related to ability, performance, or qualifications as determined by University policy or by Commonwealth or Federal authorities. Penn State does not discriminate against any person because of age, ancestry, color, disability or handicap, national origin, race, religious creed, gender, sexual orientation, or veteran status. Related inquiries should be directed to the Affirmative Action Office, 328 Boucke Building.

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**Educational Equity/Report Bias**

Consistent with University Policy AD29, students who believe they have experienced or observed a hate crime, an act of intolerance, discrimination, or harassment that occurs at Penn State are urged to report these incidents as outlined on the [University’s Report Bias webpage](http://equity.psu.edu/reportbias) (<http://equity.psu.edu/reportbias/>)

**Counseling and Psychological Services**

Many students at Penn State face personal challenges or have psychological needs that may interfere with their academic progress, social development, or emotional wellbeing. The university offers a variety of confidential services to help you through difficult times, including individual and group counseling, crisis intervention, consultations, online chats, and mental health screenings. These services are provided by staff who welcome all students and embrace a philosophy respectful of clients’ cultural and religious backgrounds, and sensitive to differences in race, ability, gender identity and sexual orientation.

[Counseling and Psychological Services at University Park (CAPS)](http://studentaffairs.psu.edu/counseling/)
(<http://studentaffairs.psu.edu/counseling/>): 814-863-0395

Penn State Crisis Line (24 hours/7 days/week): 877-229-6400
Crisis Text Line (24 hours/7 days/week): Text LIONS to 741741

**Students with Disabilities**

Penn State and the Smeal College of Business welcomes students with disabilities to all its classes, programs and events. Student Disability Resources in Room 116 Boucke Building provides a vast array of services for students with disabilities according to mandates under Title II of the ADA amendments Act of 2008 and Section 504 of the Rehabilitation Act of 1973.

For more information or to meet with a service provider from Student Disability Resources, contact them at (814) 863-1807 (V/TTY) or visit their website at: <http://equity.psu.edu/sdr>

In order to receive consideration for reasonable accommodations, you must contact the appropriate disability services office at the campus enrolled, participate in an intake interview, and provide documentation:<http://equity.psu.edu/sdr/applying-for-services>If the documentation supports your request for reasonable accommodations, the Student Disability Resources office will provide you with an accommodation letter. Please share this letter with your instructors and discuss the accommodations with them as early in the course as possible. Adjustments will be made based on the recommendations in the accommodation letter. You must follow this process for every semester that you request accommodations.

**PENN STATE VALUES**

The Penn State Values (<https://universityethics.psu.edu/penn-state-values>) are our shared ideals about how people should act toward one another, the standards to which we hold ourselves, and those beliefs we find important. While aspirational in nature, the Penn State Values articulate our ethical principles and should guide our actions and decisions as members of the Penn State community, including in this course:

* **Integrity:** We act with integrity and honesty in accordance with the highest academic, professional, and ethical standards.
* **Respect:** We respect and honor the dignity of each person, embrace civil discourse, and foster a diverse and inclusive community.
* **Responsibility:** We act responsibly, and we are accountable for our decisions, actions, and their consequences.
* **Discovery:** We seek and create new knowledge and understanding, and foster creativity and inDion, for the benefit of our communities, society, and the environment.
* **Excellence:** We strive for excellence in all our endeavors as individuals, an institution, and a leader in higher education.
* **Community:** We work together for the betterment of our University, the communities we serve, and the world.

**PENN STATE HOTLINE**

Students can report issues and/or ask questions via phone at 1-800-560-1637 or online at: <https://universityethics.psu.edu/penn-state-hotline>

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|  | **IB 303 TENATIVE CLASS SCHEDULE (FALL 2021)***Subject to change based on class needs & speaker availability.* *Changes announced in class & on CANVAS.* |
| Week 1 | Mon, 8/23 | Welcome to IB 303 |  |
| Wed, 8/25  | International Business and Globalization (Chapter 1) | MODULE1 |
| Fri, 8/27  |
| Week 2 | Mon, 8/30 |
| Wed, 9/1 | Understanding national differences:Pollical, Economic and Legal Systems (Chapter 2) | MODULE 2 |
| Fri, 9/3 |
| **Week 3** | **Mon, 9/6****NO CLASS** |
| Wed, 9/8 |
| Fri, 9/10 | Understanding national differences:Economic Development Levels(Chapter 3) |
| Week 4 | Mon, 9/13 |
| Wed, 9/15 |
| Fri, 9/17 | Differences in Culture (Chapter 4)Please use class time on 9/24 to:* work on the Individual Project
* watch Ashley Taylor’s recorded presentation *(available on CANVAS)*
 |
| Week 5 | Mon, 9/20 |
| Wed, 9/22 |
| **Fri, 9/24****NO CLASS** |
| Week 6 | Mon, 9/27 |
| Wed, 9/29 | Ethics, Corporate Social Responsibility and Sustainability(Chapter 5) |
| Fri, 10/1 |
| Week 7 | Mon, 10/4 |
| Wed, 10/6 | International Trade Theory: The evolution of why, what & with whom nations and firms trade (Chapter 6) | MODULE 3 |
| **Fri, 10/8****EXAM 1** | **Location: In Class** **Covers Chapters 1 – 5 and additional readings, videos and content covered in class.** |  |
| Week 8 | Mon, 10/11 | International Trade Theory, *continued* | MODULE3 |
| Wed, 10/13 | Protectionism:Why & how governments intervene in trade & investment (Chapter 7) |
| Fri, 10/15 |
| Week 9 | Mon, 10/18 |
| Wed, 10/20 | Foreign Direct Investment: Why & how firms invest outside their home nations. Impact and trends. (Chapter 8) |
| Fri, 10/22 |
| Week 10 | Mon, 10/25 |
| Wed, 10/27 | Regional Economic Integration: Creating lucrative trade blocs at the expense of non-members. Impact and examples. (Chapter 9) |
| Fri, 10/29 | GUEST SPEAKER (Juan Gomez) |
| **IB 303 TENATIVE CLASS SCHEDULE (FALL 2021)***Continued* |
| Week 11 | Mon, 11/1 | Regional Economic Integration: *continued* | MODULE3 |
| Wed, 11/3 |
| Fri, 11/5 | Foreign Exchange Markets: Learning to navigate. (Chapter 10) | MODULE4 |
| Week 12 | Mon, 11/8 |
| **Wed, 11/10 EXAM 2** | **Location: In Class** **Covers Chapters 6 – 9 and additional readings, videos and content covered in class.** |
| Fri, 11/12 | GUEST SPEAKER (Eric Jacobs) | MODULE4 |
| Week 13 | Mon, 11/15 | Foreign Exchange Markets, *continued* |
| **Wed, 11/17****NO CLASS** | NO CLASS: Group Project Workday |
| Fri, 11/19 | Exporting: The Basics (Chapter 14) |
|  | **11/22 – 26 NO CLASS** | **Thanksgiving Holiday** |
| Week 14 | Mon, 11/29 | Exporting, *continued* | MODULE4 |
| Wed, 12/1 |
| Fri, 12/3 | Global Marketing:Exceeding customer expectations (Chapter 16)  |
| Week 15 | Mon, 12/6 |
| Wed, 12/8 |
| Fri, 12/10 | Wrap Up |
| **FINALS WEEK** | **EXAM 3** | **Location: To be determined** **Covers Chapters 10, 14 & 16 and additional readings, videos and content covered in class.** |