

## MANA 7351 Management of Global Organizations

Fall 2024

Elena Farah, PhD

E-mail: efarah@central.uh.edu

The course objectives are twofold: (1) To gain an understanding of the management of firms in international and global competition; (2) To acquire and apply Design Thinking tools to practice generating business models appropriate for various international business environments and formulate and implement strategies for international and global business organizations.

Please purchase the following two books (required) for the class:

- 1) Pankaj Chhemawat. *Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter*. Harvard Business School Publishing Corporation: 2007. ISBN-13: 978-1-59139-866-0
- 2) Alexander Osterwalder and Yves Pigneur. *Business Model Generation*. John Wiley and Sons: 2010. ISBN: 978-0470-87641-1

This class is asynchronous. Short videos will be available and shared by the professor weekly. There is a group project which will require some coordination and online collaboration among students. There is no physical attendance requirement. A weekly one hour online synchronous lecture will be available to students who are interested and may benefit from synchronous interaction. There may be additional synchronous lab sessions scheduled to assist students with group project work and provide feedback. Attendance is optional and recordings will be available to students on Canvas. However, attending synchronous lectures and labs will earn you bonus points.

Your grade will be calculated as follows:

| <b>Deliverables</b>   | <b>Points</b>                                       | <b>Due Date</b> |
|---|---|-----------------|
| <u>Group Project:</u>   | Total of <b>50 points</b><br>broken down as follows |                 |
| Business Canvas I   | 5   |                 |
| Patterns + Synthesis  | 10  |                 |
| Design  | 15  |                 |
| Strategy + Process  | 10  |                 |
| Business Canvas II  | 10  |                 |
| <u>Midterm (indiv.)</u>   | <b>20</b>   |                 |
| <u>Final: Business Model Generation (indiv.)</u>  | <b>15</b>   |                 |
| <u>Student Engagement (indiv.)</u> <ul style="list-style-type: none"><li>• posts on X</li><li>• rumble video reactions</li><li>• Canvas Surveys (incl. peer review)</li></ul> | <b>15</b>   |                 |
| Bonus: Attendance and Other opportunities   | <b>3</b>  |                 |

The prerequisite for this course is graduate standing. Office hours are by appointment.

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)) 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.

## Required Language for All Courses

### Mental Health and Wellness Resources

The University of Houston has a number of resources to support students' mental health and overall wellness, including [CoogsCARE](#) and the [UH Go App](#). UH [Counseling and Psychological Services \(CAPS\)](#) offers 24/7 mental health support for all students, addressing various concerns like stress, college adjustment and sadness. CAPS provides individual and couples counseling, group therapy, workshops and connections to other support services on and off-campus. For assistance visit [uh.edu/caps](http://uh.edu/caps), call 713-743-5454, or visit a [Let's Talk](#) location in-person or virtually. [Let's Talk](#) are daily, informal confidential consultations with CAPS therapists where no appointment or paperwork is needed.

The [Student Health Center](#) offers a Psychiatry Clinic for enrolled UH students. Call 713-743-5149 during clinic hours, Monday through Friday 8 a.m. - 4:30 p.m. to schedule an appointment.

The [A.D. Bruce Religion Center](#) offers spiritual support and a variety of programs centered on well-being.

### **Need Support Now?**

**If you or someone you know is struggling or in crisis, help is available. Call CAPS crisis support 24/7 at 713-743-5454, or the National Suicide and Crisis Lifeline: call or text [988](tel:988), or chat [988lifeline.org](https://988lifeline.org).**

### Academic Honesty Policy

High ethical standards are critical to the integrity of any institution, and bear directly on the ultimate value of conferred degrees. All UH community members are expected to contribute to an atmosphere of the highest possible ethical standards. Maintaining such an atmosphere requires that any instances of academic dishonesty be recognized and addressed. The [UH Academic Honesty Policy](#) is designed to handle those instances with fairness to all parties involved: the students, the instructors, and the University itself. All students and faculty of the University of Houston are responsible for being familiar with this policy.

### Title IX/Sexual Misconduct

Per the UHS Sexual Misconduct Policy, your instructor is a "responsible employee" for reporting purposes under Title IX regulations and state law and must report incidents of sexual misconduct (sexual harassment, non-consensual sexual contact, sexual assault, sexual exploitation, sexual intimidation, intimate partner violence, or stalking) about which they become aware to the Title IX office. Please know there are places on campus where you can make a report in confidence. You can find more information about resources on the Title IX website at <https://uh.edu/equal-opportunity/title-ix-sexual-misconduct/resources/>.

### Reasonable Academic Adjustments/Auxiliary Aids

The University of Houston is committed to providing an academic environment and educational programs that are accessible for its students. Any student with a disability

who is experiencing barriers to learning, assessment or participation is encouraged to contact the Justin Dart, Jr. Student Accessibility Center (Dart Center) to learn more about academic accommodations and support that may be available to them. Students seeking academic accommodations will need to register with the Dart Center as soon as possible to ensure timely implementation of approved accommodations. Please contact the Dart Center by visiting the website: <https://uh.edu/accessibility/> calling (713) 743-5400, or emailing [jdcenter@Central.UH.EDU](mailto:jdcenter@Central.UH.EDU).

#### Excused Absence Policy

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. Under these policies, students with excused absences will be provided with an opportunity to make up any quiz, exam or other work that contributes to the course grade or a satisfactory alternative. Please read the full policy for details regarding reasons for excused absences, the approval process, and extended absences. Additional policies address absences related to [military service](#), [religious holy days](#), [pregnancy and related conditions](#), and [disability](#).

#### Recording of Class

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 [Justin Dart, Jr. Student Accessibility Center](#). 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.

### **Recommended Language and Guidance**

#### 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, Blackboard, and Canvas; 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

Please check and use your CougarNet email for communications related to this course. Faculty use the CougarNet email to respond to course-related inquiries such as grade queries or progress reports for reasons of FERPA. To access your CougarNet email, [login](#) to your Microsoft 365 account with your CougarNet credentials. Visit

[University Information Technology \(UIT\)](#) for instructions on how to connect your CougarNet e-mail on a mobile device.

### 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.)

### Security Escorts and Cougar Ride

UHPD continually works with the University community to make the campus a safe place to learn, work, and live. The security escort service is designed for the community members who have safety concerns and would like to have a Security Officer walk with them, for their safety, as they make their way across campus. Based on availability either a UHPD Security Officer or Police Officer will escort students, faculty, and staff to locations beginning and ending on campus. If you feel that you need a Security Officer to walk with you for your safety, please call [713-743-3333](tel:713-743-3333). Arrangements may be made for special needs.

Parking and Transportation Services also offers a late-night, on-demand shuttle service called "Cougar Ride" that provides rides to and from all on-campus shuttle stops, as well as the MD Anderson Library, Cougar Village/Moody Towers and the UH Technology Bridge. Rides can be requested through the UH Go app. Days and hours of operation can be found at <https://uh.edu/af-university-services/parking/cougar-ride/>.

### Syllabus Changes

Please note that the instructor may need to make modifications to the course syllabus. Notice of such changes will be announced as quickly as possible through (*specify how students will be notified of changes*).

## **Additional Recommended Issues to Address in the Syllabus**

### Artificial Intelligence

Instructors are recommended to develop language that will guide students in their use or prohibition of use of AI related tools. If an instructor allows the use of AI tools, they should clearly indicate in what ways they can be used, how they should be cited/reported, and for which assignments they are allowed. Note that Turnitin currently has a filter for ChatGPT, although there is approximately 2% rate of false positives. The following is a collection of classroom policies from a variety of universities for AI generative tools: [Classroom Policies for AI Generative Tools \(google.com\)](#).

### Online Exams

The Office of the General Counsel has recommended to make sure students are aware that: (1) students are permitted to take their online tests or quizzes in a computer lab or other open space; and (2) there is no requirement that a student use their own personal computer or that they complete exams and quizzes in any specific location (e.g., their home). The Office of the General Counsel has advised that students be made aware in advance that an environmental scan may be conducted as a part of an online exam.