



Course Syllabus – BGEN 494-600 – Int'l Business: Portugal – Spring 2027

Instructor

Jessie Perius, Ph.D.

Class Time: Tuesday/Thursday 8:40 – 10:10 a.m.

Classroom: College of Education Room 423

Office Hours: Tuesday 12:00 – 3:00 p.m.

Office: College of Education Room 201

Email: jessica.perius1@msubillings.edu

Campus Phone: 406-657-2212

Pre-requisite

BMGT 235 Management, BMGT 335 Management and Organization or equivalent introductory management course.

Blended/Hybrid Format

Blended/Hybrid Modality: This class is delivered partially online in an asynchronous format and partially through face-to-face (F2F) interaction, typically in the classroom. There may also be some synchronous remote requirement. Both online and F2F interactions are required for the course. This delivery is characterized by the expectation of reduced F2F class meeting time when compared to the equivalent credit in-person course. (Course registration codes begin with -60)

Required Text

The required text for the course is available through the MSUB Campus Store.

International Business: the New Realities by Cavusgil, Knight, & Riesenberger, 2025.

Recommended Text

The recommended text for the course is available through the MSUB Library.

Building an Import Export Business. Author: Kenneth D. Weiss. 4th Edition. Link:
<https://ebookcentral.proquest.com/lib/msubillings-ebooks/detail.action?docID=331386>

Course Description

The MSUB COB has partnered with the Instituto Superior Politécnico Gaya or ISPGAYA based in Vila Nova de Gaia, Portugal. This partnership provides support for students to participate in a faculty led study abroad and to create an international business plan working as consultants for either a Portuguese or U.S. based company.

The following outline for the course will be used to support this partnership:

- 1) MSUB students will complete course work with the MSUB instructor specific to International Business leading up to the travel to Porto.

- 2) Prior to traveling, students will be assigned to client teams. Each team will work with their client on an international expansion plan. One or two virtual sessions will be held for teams to familiarize themselves with one another.
- 3) In March over Spring Break, MSUB students will travel to Porto for a working week to meet their team members in person, meet the Portuguese client and learn about business practices in Portugal. Some work will be done at ISPGAYA during class work times.
- 4) Upon returning to MSUB, students will use the insights gained to continue working on their expansion plan.
- 5) A few weeks after the MSUB students return to the U.S., ISPGAYA students will travel to Billings for a working week. They will meet the U.S. client and learn about business practices in the United States. Some work will be done at MSUB during class work times.
- 6) All teams will work to finalize their expansion plans and prepare for a presentation to company representatives.

Learning Outcomes

Upon completion of the course, a student will:

- Demonstrate the ability to communicate effectively (verbally, nonverbally, and in writing) and use digital technologies when working in international teams remotely and in person in their home and their host's country.
- Create an international business expansion plan for a client seeking new international markets.

Course Performance Goals and Learning Objectives – Updated Spring 2026

The “A” student should demonstrate proficiency in the skills listed below.

LG 1. Communication (oral and written): Students should be effective communicators in business and professional settings.

Oral communication. Oral communication will be emphasized when meeting in person (virtually and physically) while demonstrating cross cultural team communication and during end of course presentations.

Written communication. Writing skills will be demonstrated through contributions to the international business expansion plan.

LG 2. Critical Thinking: Students will be reflective and logical thinkers.

Students will be expected to apply critical thinking skills in their analysis of the organization's readiness for international expansion and in their recommendations to the client. This will be demonstrated in each section of the expansion plan and in the final presentation recommendations.

LG 3. Technology: Students will be able to effectively leverage technology for business decision making.

Students will demonstrate technology use as they work cross-national teams. Common programs that will be used include WebEx, GoogleDocs, and PowerPoint. Students will also navigate working with individuals from different countries and time zones.

LG 4. Quantitative Skills: Students will be effective users of quantitative business techniques.

Quantitative business analysis will be demonstrated in the students' international business expansion plan. Specifically, when analyzing market size, growth potential, cost estimates, and demographic information. In addition, students will demonstrate quantitative interpretation and decision making skills in the financial analysis section of the report.

LG 5. Global Mindset: Students should be knowledgeable about globalization and cultural differences for businesses.

Issues relating to international business, operations, and cultural differences are the basis for the entire course. Students will be required to work in cross national teams, collaborate with individuals from different national and cultural backgrounds, and reflect on how management practices and business norms vary across countries.

LG 6. Business Knowledge. Students should possess fundamental knowledge in all core business disciplines.

Students will be required to share the culmination of their business knowledge in completing and presenting their international business expansion plan. Core business topics they will include are: managerial practices, marketing research considerations, strategic recommendations, operations and supply chain logistics, legal and ethical decision-making practices, and financial needs and constraints of the company.

Communication

Regular communication is instrumental in the learning process. This course relies on Canvas for content delivery. Make sure you can log in and navigate the platform. This will be where assignment instructions are given, group discussions take place, where tests and assignments will be submitted and provides access to assignments and quizzes. Successful students access Canvas a minimum of twice per week. If you are actually reading the syllabus, send me a photo of a landmark in Portugal for extra credit points.

Email Policy

Email is part of the everyday business environment. It is expected that you will use proper email etiquette when interacting with the instructor and your classmates. All emails must include a subject (with the course you are asking about), a greeting, a message, and a signature from you – the sender. The first email the instructor receives without all four (4) parts will be sent a response asking that you – the sender re-send the email with the missing information. After the first re-send request, the email will not receive a further response unless the follow-up adheres to the policy. If you do not understand what is missing, please call me with your questions. *Emails will be sent and returned during standard business hours (excluding university holidays), Monday – Friday 8 a.m. – 5 p.m.*

Performance Evaluation and Grading Policies

Successful students **participate** in the learning process in a **positive manner**. Experience indicates student success is based on ***keeping current through reading, completing all assignments when due, studying for quizzes, and participating in class activities***. In addition, when an unforeseen circumstance occurs, successful students communicate with the instructor as soon as possible so reasonable accommodations can be made. If the instructor is not aware of something, no assistance can be provided. Keep in communication with the instructor when needed.

Student Participation

Communication between the student, instructor, and classmates will be critical for success. You are **EXPECTED** to conduct yourself in a professional manner at all times. Disrespectful behavior in the online and physical classroom **WILL NOT** be tolerated. The structure of the course is based on student participation, interaction, and critical thinking. The instructor's role is to **facilitate** the learning process, meaning you will need to complete work outside of class time and be engaged in the learning process (i.e., the instructor will not tell you exactly what will be on an exam or regularly provide you with answers to questions). Students are expected to be prepared to discuss assigned readings, participate in online discussions, and complete all assignments on time.

AI Policy

The use of artificial intelligence (AI) is not allowed in this course. AI is a tool that can be used in business settings but should not be used to complete any of the assignments or discussions in the course. Each assignment dropbox has Turnitin enabled. Turnitin will scan for plagiarism and the use of AI in each submission. In addition, discussion posts will be manually run through plagiarism and AI detection software. Any instance of AI usage represented as a student's work will be treated as plagiarism.

NOTE: Plagiarism is academic dishonesty (see pp.7-8). According to the Code of Student Conduct when it occurs, I have the right and obligation to take appropriate action. The actions I will take are:

1. First instance in **any of my courses** – written reprimand and a zero (F) on the assignment, quiz, discussion, or exam.
2. Second instance or *first instance for a second or third course from me* – a grade of “F” in the course the plagiarism occurred in.

For the MSU Billings Policies and Procedures regarding plagiarism and the Code of Student Conduct, review the following documents:

- [Academic Conduct Guidelines and Grievance Procedures for Students](#)
- [Student Rights, Responsibilities, and Conduct Process](#)
- [MSU Billings Code of Conduct](#)
- [MSU Billings Student Policies and Procedures Handbook](#)

I take plagiarism seriously. I hold a Bachelor of Science in Business Administration – Management option from the MSUB College of Business. The same or similar degree you are pursuing. If you plagiarize, it diminishes the degree I earned and the degree you are pursuing. Failing to learn the content in your courses and taking shortcuts by using AI to do your work does not prepare you for the business world. I ask you to maintain academic integrity in this course and the others I teach. If you have any questions on plagiarism, ethical use of AI or a related topic, please contact me.

Written Assignments

Written assignments must be written in American English and are evaluated on grammar, content, completeness, clarity, and format. Proofreading, use of active voice, correct sentence structure, and clearly communicating ideas are important business skills. Writing skills are developed with practice and by making corrections based on feedback. Students are encouraged to use appropriate tools, like spell check to enhance their ability to communicate in writing. Written assignments **must** be *word processed* and will **only be accepted electronically** through the Canvas dropbox. Emailed documents will **not** be graded.

Late Policy

Assignment due dates are clearly outlined in Canvas and dropboxes are closed upon the due date. No late work will be accepted with the exception of extenuating circumstances.

Extenuating Circumstances Policy

I understand unexpected and unavoidable situations occur during the semester. To support you while maintaining fairness and consistency, the following policy applies to late work:

Unplanned Emergencies – this may include serious illness or injury, family emergencies, natural disasters, or other events beyond your control. You must notify me as soon as possible (ideally within 48 hours of the missed deadline) and provide documentation if requested. Make up deadlines will be determined on a case by case basis.

- Examples of extenuating circumstances – hospitalization or medical emergencies of yourself or someone you are a primary caregiver for, a death in the family of close relative (i.e., parent, child, aunt/uncle, grandparent), a wildfire near your home and mandatory evacuation orders, or being called for military duty.
- Non-extenuating circumstances – work schedule conflicts, competing deadlines between classes, beginning an assignment too late, the dropbox closing before you were able to submit the assignment, travel for leisure or vacations, forgetting due dates, or technology issues are a few examples.
 - a. Student athletes, please note: Participation in athletics, including practices, competitions, travel, team meetings, and other team-related obligations, is generally not considered an extenuating circumstance. Consistent with university expectations, students are responsible for planning ahead to complete coursework around athletic commitments. Student athletes who anticipate a conflict should communicate with me in advance whenever possible so reasonable planning can occur.

If a student requests an extension or to be excused from an assignment, approval must be obtained in writing via email. Failure to obtain written approval of the extension or excusal may result in failing the assignment and a zero in the gradebook. Verbal approvals will not be honored. If verbal approval has been given, it is the student's responsibility to obtain written approval for documentation purposes.

Grading Turnaround

Points are posted in the Grade Book in the week of the assignment. If you completed an assignment and do not see a grade posted within 10 days **after the due date**, please send an email to the instructor. Please contact the instructor with any questions or concerns about grades.

Due Dates and Time

All work due dates will be specified in consultation with ISPGAYA students and faculty.

Final grades in this course will be determined on a standard academic scale and recorded as follows:

Letter Grade	Grade Percentage	Mastery of Course Learning Outcomes
A	93-100%	Exceeds
A-	90-92%	
B+	87-89%	Meets
B	83-86%	
B-	80-82%	
C+	77-79%	
C	73-76%	
C-	70-72%	
D+	67-69%	Below
D	63-66%	
D-	60-62%	
F	Less than 60%	

Course Work Points Breakdown

The point totals for the graded components will be weighted as follows:

- **Attendance & Participation:** 25%
- **Individual Written Work:** 30%
- **Group Project (deliverables + presentation):** 45%

Course Work Summary

- **Attendance:** Requirements will be outlined in the accompanying schedule. Dates will generally be at the scheduled class time, during the travel week to Portugal, and during the week the ISPGAYA students and faculty are in Montana. Remote students will need to attend classes via HyFlex link provided during class times. Non-traveling students will attend class times and provide support during the week traveling students are in Porto. Some ways they will do this is by conducting research for the project or outlining final presentation slides in lieu of physical attendance during class work sessions.
- **Individual Written Work:** Each week, students will be assigned questions from the chapter reading. These assignments are designed to help students prepare for the course project by ensuring understanding and application of key concepts. They are low-stakes and graded for completion and quality of engagement.
- **International Business Expansion Plan & Presentation:** Some topics will include business history, market research, legal decisions, manufacturing and operations.

University Policies:

Per the Academic Conduct Guidelines and Grievance Procedures for Students, the following policies will be followed. See [the Academic Conduct Guidelines and Grievance Procedures](#) handbook for all academic policies.

300.00 Academic Misconduct & Classroom Disruption Procedures

The administration, faculty and students of Montana State University Billings believe that academic honesty, integrity and appropriate behavior in the classroom are fundamental to the mission of higher education. The University has a responsibility to promote academic honesty and integrity and to assure the highest ethical and professional standards and behavior in the classroom. Accordingly, the University has developed procedures that address instances of academic misconduct and disruptions in the classroom. Students who violate these standards violate this policy and will be subject to academic and/or disciplinary sanctions. Please refer to the student code of conduct.

310.00 Academic Misconduct Policy

Includes cheating, plagiarism, forgery, falsification, facilitation or aiding academic dishonesty; multiple submission, theft of instructional materials or tests; unauthorized access to, manipulation of or tampering with laboratory equipment, experiments, or computer programs, without proper authorization; alteration of grades or files; misuse of research data in reporting results; use of personal relationships to gain grades or favors, or otherwise attempting to obtain grades or credit through fraudulent means.

320.00 Description and Examples

A description of some forms of academic dishonesty and some examples are provided to help the student understand their responsibilities for academic honesty:

A. Cheating - giving, using, or attempting to use unauthorized materials, information, notes, study aids or other devices in any academic exercise including unauthorized communication of information. Examples of cheating include copying from another student's paper or receiving unauthorized assistance during a quiz, test or examination; using books, notes or other devices such as calculators, unless authorized; acquiring without authorization copies of tests or examinations before the scheduled exercise; or copying reports, laboratory work or computer programs or files from other students.

B. Falsification / Fabrication - the invention or unauthorized alteration of any information or citation in an academic exercise. Examples of fabrication include inventing or counterfeiting data or research procedures to give the appearance of results being achieved from procedures that were not undertaken. Examples of falsification include the false citation of a source of information; altering the record of, or reporting false information about practicum or clinical experiences; altering grade reports or other academic records; submitting a false excuse for absence or tardiness; or altering a returned examination paper and seeking a better grade.

C. Tampering - interfering with, altering or attempting to alter university records, grades, assignments, laboratory experiments or other documents without authorization. Examples of tampering include using a computer or false-written document to change or affect the grade recorded for a student; forging the signature of a university official on a drop/add sheet or other official university record; erasing records or information of a student; unauthorized access to a university record by computer or unauthorized entry into an office or file; or obtaining information from the university without proper authorization.

D. Plagiarism - presenting the work of another as one's own without proper acknowledgment. Examples of plagiarism include submitting as one's own work the work of another student, ghost writer or commercial writing service; directly quoting from a source without acknowledgment; paraphrasing or summarizing another's work without acknowledging the source; or using facts, figures, graphs, charts, or information without acknowledging the source. **Plagiarism may occur orally or in writing and may involve computer programs and files, research designs, distinctive figures of speech, ideas and images or any other information that belongs to another person and is not acknowledged as such.** Inadvertent or unintentional misuse or appropriation of another's work (such as relying heavily on source material that is not expressly acknowledged) is still considered plagiarism. It is also considered Plagiarism when collaborating on work with the knowledge that the collaboration is not authorized or will not be reported.

E. Facilitating academic misconduct - giving assistance or attempting to assist another in the commitment of academic misconduct.

F. Multiple submission - submitting the same paper or oral report for credit in two University courses without the instructor's permission; making minor revisions in a paper or report for which credit has already been received and submitting it again as a new piece of work.

G. Other Academic Misconduct - Examples of academic misconduct include allowing another student to copy from one's paper during an examination or test; distributing test questions or substantive information about the material to be covered on a test before the scheduled exercise; or taking an examination or test for another student or signing a false name on an academic exercise.

330.00 Academic Misconduct Procedures

331.00 Instructor Adjudication

If an instructor has reason to believe that a student has engaged in academic misconduct, the following procedures apply.

332.00 Informal Meeting

The instructor must attempt to personally, and privately, meet with the accused student and explain that there is reason to believe that the student has allegedly committed an

act that constitutes academic misconduct. During this informal meeting, the accused student is allowed a reasonable opportunity to respond or explain the circumstances that lead to the accusation. If, after hearing the student's response (if any is provided), the instructor continues to believe the student engaged in academic misconduct, they will inform the student of their determination of any intended sanction(s). The instructor is encouraged to file a report on Academic Misconduct to the Provost's office. The Academic Misconduct Reporting report shall be kept for seven years from the date of receipt.

333.00 Instructor Imposed Sanctions

The following sanctions may be imposed by instructors when a finding is made that academic misconduct has occurred.

- A. Oral reprimand.
- B. Written reprimand.
- C. An assignment to repeat the work or an alternate assignment.
- D. A lower or failing grade on the assignment or test.
- E. A lower grade or failing grade in the course.

334.00 Additional Sanctions under Student Code of Conduct

334.01 Referral by Instructor

Student behavior in the academic setting will be managed by the Instructor; however, if the behavior is egregious enough to be a potential violation of the student code of conduct, the Instructor may refer the case to the Dean of Students Office. In this case, the policies and procedures within the Student Code of Conduct will be followed.

334.02 Recurrence of Academic Misconduct

A student who receives a second or subsequent instructor imposed academic sanction from any instructor will be referred to the appropriate Department Chair the Dean of the College. The student may be subject to additional disciplinary sanctions, including but not limited suspension or expulsion.

340.00 Appeal of Instructor – Imposed Academic Sanctions

341.00 Right to Appeal

A student who receives a sanction for Academic Misconduct may appeal the instructor's determination that academic misconduct occurred using the procedure outlined later in this policy

350.00 Requesting an Incomplete

Upon request, a grade of incomplete ("I") may be given in a course for which the course requirements are normally expected to be completed in the semester of enrollment. To qualify, a student (undergraduate/graduate) must have completed at least three-fourths (3/4) of the course requirements but has been prevented by circumstances beyond their control from completing all the requirements of the course at its conclusion. The student must have a passing grade at the time in which the incomplete is administered. Prior to the time the instructor submits final grades, the student must provide adequate evidence, in writing, to the instructor as to the reason(s) why they are unable to complete the course requirements. All remaining work to complete the course must be specified in writing and be completed by the end of the subsequent semester (excluding summer). If a grade of "I" incomplete has been given, the instructor shall advise the student, the chair of the department offering the course, and the Registrar's office in writing what the student must do to remove the deficiency. Access to learning management system to finish incomplete work is arranged through the Registrar's Office.

Extensions to this time allotment may be requested by a student appeal, recommended by the instructor and unit chairperson, and approved by the MSU Billings Academic Standards & Scholastic Standing Committee (undergraduate students) or the MSU Billings Graduate Committee (graduate students).

An incomplete grade not made up within the prescribed length of time will automatically be converted to an “F” grade. Once the grade of incomplete has been converted to an “F” grade, the course must be repeated to have the grade changed. An “I” grade will not be included in the calculation of the GPA.

In instances involving extended leave or resignation of the instructor of the incomplete course, the unit chairperson may act to establish an appropriate grade and verify completion of the coursework within the approved time frame.

Support Services:

Students with Disabilities

MSU Billings is committed to providing equal access and creating a learning environment that supports all students. If you anticipate or experience barriers related to the format or requirements of this course, please talk with me so we can find ways to ensure your full participation. If you need disability-related accommodations, contact Disability Support Services (DSS) at 406-657-2283 located in the College of Education, Room 135 or email disability@msubillings.edu. DSS coordinates accommodations and services for students with disabilities. If you use DSS for exam accommodations, please schedule your exams through the Accommodate portal as early as possible at <https://msubillings-accommodate.symlicity.com/>

Academic Support Center

The ASC is committed to ensuring that MSUB’s students achieve their educational objectives by offering a comprehensive collection of programs and services designed to promote improved academic performance. The University Campus ASC (located in the Student Union Building) and the City College ASC (located in the Tech Building) are open Mon-Fri from 9am-4pm.

The ASC provides free tutoring at both locations (and online through our virtual platform), with Drop-in Tutoring for Math and Writing available at all times during regular operating hours and Tutoring by Appointment available to assist with a variety of specialty subjects. The ASC also offers Supplemental Instruction to support targeted courses and sponsors a Peer Mentoring program. For more information about all ASC resources, please call us at 406-657-1641, email us at academicsupportcenter@msubillings.edu, or visit our website at www.msubillings.edu/asc

Student Support Services TRIO

SSS TRIO provides support for students seeking academic development and assists students with basic college requirements by motivating students toward successful completion of their college careers. Eligible students are working toward a bachelor’s degree at MSUB and must be low income (Pell grant eligible), first generation (neither mother nor father have a bachelor’s degree, or disabled (physically, mentally, emotionally). We provide the following free services: peer mentoring, tutoring (one-on-one or group), equipment check-out, free printing and copying, access to computers, referrals to community organizations and agencies, workshops, study skills, and much more. Visit us in the Library Room 141, call 406-657-2162, email l.gittingscarlson@msubillings.edu, or visit <http://www.msubillings.edu/ssss/> to learn more.

Veterans Upward Bound (VUB)

VUB is an education program that assists veterans with the process of enrolling in college and then **provides support and services while they are enrolled. We are here to make the transition from soldier to student a little easier and to help veterans who are new to MSUB and City College connect with other student veterans on campus.** We offer academic refresher classes and supplemental tutoring, help in navigating the college enrollment process, and guidance in applying for VA educational benefits and financial aid. We conduct workshops, host summer day trips, and sponsor local activities. We make referrals to help veterans connect with community resources. All of our services are free to veterans enrolled in our program and any supplies necessary are provided. **VUB is located on the first floor of Cisel Hall** (between the parking garage and tennis courts on North 27th) on the MSUB campus. Please stop by, check out our study areas and student/staff break room, and learn more about our services. Contact us at 406-794-3244 or visit our webpage at www.vubmt.com for complete program information.

Military and Veterans' Success Center

The Military and Veterans' Success Center assists military affiliated students throughout their college career. Military affiliated students include active duty, Guard, and Reserve members, veterans, and dependents of veterans. We provide military affiliated students with support services and connect them to resources to aid in their college success. We have a veterans' lounge on both MSU Billings and City College campuses where veterans can relax, study, eat lunch and meet other veterans. Lounges are equipped with comfortable furniture, refreshments, and printers and scanners for free student use. Veterans can connect with other veterans and discover the support services that are available to them. On MSUB campus, we are located on the first floor of the **College of Education, Room 106** and in the **Tech Building on City College campus**. For more information call 406-657-2968 or email msubvets@msubillings.edu.

Native American Achievement Center (NAAC)

The staff helps American Indian students succeed by providing advocacy and assistance in navigating campus and community services. The Center also provides students with a Native inspired setting that serves as a home away from home.

Student Health Services

Student Health Services provides high-quality, cost-effective health care and mental health counseling with an emphasis on health education and wellness initiatives to promote and enhance student success. The Student Health Center has a mental health counselor available to all students. **University Campus – 2nd Floor Petro Hall; City College Campus – 2nd Floor Tech Building**

MSUBillings Student Software There is a variety of software available to students as part of tuition and fees. More information can be found at: <https://www.msubillings.edu/it/software/student.htm>

Course Changes:

The instructor reserves the right to modify the course syllabus, schedule, assignments, or policies as necessary to support student learning or address unforeseen circumstances. Students will be notified of any significant changes through Canvas or during class.

BGEN 494-600 International Business: Portugal Spring 2027 Tentative Schedule

Week	Class Days	Contact Hours (est)	Topic	Assignment(s)	Due Date(s)
Week 0	TBD	4.5	Pre-Departure Orientation with OIS		
Week 1	Th 1/21	1.5	Introductions, Syllabus, & Course Overview Ch. 1 What is International Business? Ch. 2 Globalization of Markets	Introduction Discussion (in - class) Ch. 1 & 2 Questions & Quiz Pre-departure Survey	Mon Jan 25 @ 11:59 p.m.
Week 2	T 1/26	1.5	Ch. 3 The Cultural Environment of IB Ch. 4 Ethics, CSR, & ESG in IB	Report – Population/Social/Culture Ch. 3 & 4 Questions & Quiz	Mon Feb 1 @ 11:59 p.m.
Week 3	T 2/2	1.5	Ch. 5 Theories of International Trade Ch. 6 Political and Legal Systems	Report – Infrastructure & Economic Env. Ch. 5 & 6 Questions & Quiz	Mon Feb 8 @ 11:59 p.m.
Week 4	T 2/9	1.5	Ch. 7 Government Intervention & REI Ch. 8 Understanding Emerging Markets	Report – Political, Legal, Bus Env Ch. 7 & 8 Questions & Quiz	Mon Feb 15 @ 11:59 p.m.
Week 5	T 2/16	1.5	Ch. 9 The International Financial Market Ch. 10 Financial Mgmt & Accounting	Report – Market Research Ch. 9 & 10 Questions & Quiz	Mon Feb 22 @ 11:59 p.m.
Week 6	T 2/23	1.5	Ch. 11 Strategy & Organization Ch. 12 Global Market Assessment	Report – Marketing & Legal Decisions Ch. 11 & 12 Questions & Quiz	Mon Mar 1 @ 11:59 p.m.
Week 7	T 3/2	1.5	Prepare for departure to Portugal Ch. 13 Exporting & Global Sourcing Ch. 14 FDI Ch. 15 Licensing, Franchising & Other	Report – Manufacturing & Operations Ch. 13, 14, & 15 Questions & Quiz	<i>Draft due</i> Mon Mar 8 @ 11:59 p.m.
Break	3/5-13	25	MSUB at ISPGAYA - See schedule for details	Report – Company Overview	Fri Mar 12 @ 5:00 p.m. WET
Week 8	T 3/16	1.5	Rest from travel, Continue Report Optional class meeting	Report – Personnel Strategies Post-travel Survey	Mon Mar 22 @ 11:59 p.m.
Week 9	T 3/23	1.5	Continue Report, Prepare for Presentation	Report – Financial & Implementation	Mon Mar 29 @ 11:59 p.m.
Week 10	T 3/30	3	Prepare to host ISPGAYA	Report – Polished Project Draft	
Week 11	T 4/6 Th 4/8	3	ISPGAYA at MSUB, April 5 – 9, see schedule Tuesday – classroom work time with teams Thursday – presentation to stakeholders	Presentation	Thurs April 8 – in class
Week 12	T 4/13	1.5	Debrief Meeting	Report – Final Project Submission	Mon Apr 12 @ 11:59 p.m.
Weeks 12-15 No Classes					