

## MGT 112: Global Business Strategy

Spring 2021 Section D: Tuesday/Thursday 2pm-3:20pm Remote Class (Held Synchronously on Zoom)

Spring 2021 Section E: Tuesday/Thursday 3:30pm-4:50pm Remote Class (Held Synchronously on Zoom)

PROFESSOR: Kristine R. Ehrich, Ph.D.

Contact: Please contact me through Canvas Inbox instead of email. If, for some reason, Canvas isn't working, use [kehrich@ucsd.edu](mailto:kehrich@ucsd.edu) (if emailing, you MUST include MGT112 and the day/time of your section in subject line). I will do my best to reply within 24 hours.

Zoom OFFICE HOURS: T/H 12pm-1:30pm (must make appointment on : <https://calendly.com/profehrich/ucsd-office-hours>)

Teaching Assistants: Paige Hayase [phayase@ucsd.edu](mailto:phayase@ucsd.edu) Zoom Office Hours: See Canvas for hours – You must schedule an appointment: <http://calendly.com/phayase>

Seko Li [swli@ucsd.edu](mailto:swli@ucsd.edu) Zoom Office Hours: See Canvas for hours – You must schedule an appointment here: <http://calendly.com/seko>

Joint Seko/Paige Zoom Office Hours: See Canvas for hours – You must schedule an appointment here: <http://calendly.com/phayase>

Zoom Assistant: Sharon Lee [shl001@ucsd.edu](mailto:shl001@ucsd.edu)

### DESCRIPTION

This course provides the students with an understanding of how firms gain and sustain competitive advantage in a global setting. It examines the strategic, organizational, and managerial challenges faced by companies operating in today's international markets. Students will learn the intricacies of an international strategic agenda in light of a firm's competencies and sources of competitive advantage based on contemporary business policy and organizational frameworks, the international environment, the process of internationalization and the specific strategic and organizational challenges of international companies as well as ethical issues in global business are analyzed and discussed. Beside theoretical concepts, teaching will be based on real life case studies to provide students with a practical context for course discussions. Throughout the course, initiative, creativity, and critical thinking on part of the students will be appreciated and encouraged. Students need to learn how to analyze critically different alternatives attractive for different reasons. The course will be conducted seminar-style with lecture-discussions, student group presentations, case studies, and research assignments.

### OBJECTIVES

At the close of this course you will be able to:

- Identify different approaches to develop and sustain competitive advantage of a firm
- Analyze different strategic growth and innovation trajectories and (re)act to changes in the industry structure
- Understand competing and complementary business models
- Understand merger and acquisitions practices
- Understand strategic crisis scenarios
- Use frameworks to apply and communicate strategic restructuring and turnarounds
- Apply practices and frameworks for innovation strategies

**READINGS AND REQUIRED MATERIALS (There are two purchase requirements – Your coursepack, the Markstrat simulation license)**

**\*\*Required: Cases, Articles and Readings**

1. Weekly readings are in your Coursepack at this link <https://hbsp.harvard.edu/import/817195>
2. Markstrat Participant Handbook – provided in pdf form on Canvas Markstrat Module

Occasional outside readings, videos, podcasts and links to articles on Canvas. Please make sure to check it daily for updates!

**\*\*Required: Markstrat Material**

**VERY IMPORTANT – know what time your class meets. Your section has a unique file number (in step 2 below). You MUST input the correct file number.**

1. Go to <https://shop.stratxsimulations.com/> (If nothing happens, copy and paste the link in a new browser) (To allow emails please put [administration@emt.stratxsimulations.net](mailto:administration@emt.stratxsimulations.net) on your safe list)

2. **2pm class** - Enter the file number: **P605E03B** (This is ONLY valid for the 2pm class!!!)

2. **3:30pm class** - Enter the file number: **P605E046** (This is ONLY valid for the 3:30pm class!!!)

3. Tick that box indicating you are not a robot and click ENTER

4. Verify the order and register on the ecommerce site

5. Complete the order process

Please note, that all sales are final. There are **no** returns or refunds. Please click [here](#), to know our terms & conditions.

You may obtain your invoice by going to [shop.stratxsimulations.com](https://shop.stratxsimulations.com) login and entering your email and password you used to make the purchase of your license, then click ACCOUNT to access your invoices.

If you have issues when ordering, please send a [support ticket](#).

If you have access to more than one computer/laptop, please feel free to install the software on each if this will allow you easier access to your decisions. Finally, definitely use the practice material in the simulation to become familiarized with the simulation. The Markstrat participant handbook is essential. It is available at [www.stratxsimulations.com](http://www.stratxsimulations.com)

Date	Topic and Readings Covered (in Harvard CoursePack or on Canvas)	Watch	Do
	<p><b>*Always prepare for class by completing the readings before coming to zoom lecture for that day*</b></p> <p>Check each “Weekly Module” for a link to any outside readings. Updated throughout session.</p>	<p>Link to recorded sessions are posted weekly on Canvas in “Weekly Module.”</p>	<p>Make sure you have a copy of the Harvard Coursepack by week 1!!</p>
<p><b>Week 1</b></p> <p>Mar 30</p> <p>And</p> <p>Apr 1</p>	<p><u>Tuesday Zoom: Welcome and Overview of Class</u> No readings due</p> <p><u>Thursday Zoom: Overview of Strategy</u> What is Strategy Five Competitive Forces That Shape Strategy Five Myths About Strategy</p>	<p>Live Zoom class for discussion on Tuesday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!</p> <p>Live Zoom class for discussion on Thursday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!</p>	<p>Must Purchase HBSP Coursepack this week (see link below)</p> <p>Throughout entire quarter: See Markstrat schedule below for decision deadlines.</p>
<p><b>Week 2</b></p> <p>April 6</p> <p>And</p> <p>April 8</p>	<p><u>Tuesday Zoom: Global Strategy, Global Corporate Culture and Sustainable Competitive Advantage</u> People Are Angry About Globalization. Here’s What to Do About It. Reigniting Growth Thought Leader - Vijay Govindarajan</p> <p><u>Thursday Zoom: Markstrat Introduction 1 Lecture</u></p>	<p>Live Zoom class for discussion on Tuesday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!</p> <p>Live Zoom class for discussion on Thursday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!</p>	<p><b>Extra Credit offering</b> – Buying (and uploading confirmation screenshot) your Markstrat license by <b>Apr 6 at 9 pm</b> will result in earning 10 extra credit points (see link above)</p> <p><b>Apr 8:</b> <b>Quiz 1</b> on Canvas (15-20 minutes) Available Thursday at 3pm (San Diego time) Closes Thursday at 6pm (San Diego time)</p>

<p><b>Week 3</b> Apr. 13  And  Apr. 15</p>	<p><u>Tuesday Zoom: Diversification and Ecosystems and First Movers</u> Amazon Go - Venturing Into Traditional Retail Amazon in 2020 Red Ocean Traps (also podcast)</p> <p><u>Thursday Zoom: Markstrat Introduction 2 Lecture – additional tips for R&amp;D</u></p>	<p>Live Zoom class for discussion on Tuesday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!</p> <p>Live Zoom class for discussion on Thursday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!</p>	<p><u>MUST Purchase</u> Markstrat license (and upload confirmation screenshot) by <b>Saturday, Apr 10 at 9pm</b> (see link above)</p> <p><u>MUST Choose</u> Markstrat Team by <b>Sunday, April 11 at 9pm</b> or you will be assigned to a team</p>
<p><b>Week 4</b> Apr. 20  And  Apr. 22</p>	<p><u>Tuesday Zoom: Organic Growth</u> Trader Joe's What AirBnb and Strava Know About Building Emotional Connections AirBnB, Etsy, Uber - Growing from 1000 to One Million Strategy Needs Creativity</p> <p><u>Thursday (Apr 22) MIDTERM EXAM</u> Multiple Choice and Essay Questions. You may start at 2pm on Apr 22. The exam will close at 6pm on April 22 or 60 minutes after you start, whichever comes first.</p>	<p>Live Zoom class for discussion on Tuesday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!</p>	<p>Make sure you download, screenshot, print whatever Markstrat reports and/or data you think will be useful by 8am Wednesday, April 21. Everything will be re-set at that time.</p> <p><b>Apr 22:</b> <b>Midterm</b> on Canvas (60 minutes) Available Thursday at 2pm (San Diego time) Closes Thursday at 6pm (San Diego time)</p>
<p><b>Week 5</b> Apr. 27  And  Apr. 29</p>	<p><u>Tuesday Zoom: Markstrat Lecture and Discussion followed by Work session in class</u></p> <p><u>Thursday Zoom: Markstrat Lecture and Discussion followed by Work session in class</u></p>	<p>Live Zoom class for discussion on Tuesday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!</p> <p>Live Zoom class for discussion on Thursday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!</p>	<p>Make sure to be in class, taking notes and then meeting with your teammates about strategy and decisions both days.</p>

<p><b>Week 6</b> May 4  And  May 6</p>	<p><u>Tuesday Zoom: Sustainability, Corporate Culture</u> Warby Parker - Vision of a "Good" Fashion Brand <u>Tuesday Zoom: Global Growth Through Acquisition and Alliance</u> The Walt Disney Company The Acquisition and Restructuring of Kia Motors by Hyundai Motors  <u>Thursday Zoom: Markstrat Help/Discussion and Work session in class</u></p>	<p>Live Zoom class for discussion on Tuesday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!  Live Zoom class for discussion on Thursday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!</p>	<p><b>May 6</b> <b>Quiz 2</b> on Canvas (15-20 minutes) Available Thursday at 3pm (San Diego time) Closes Thursday at 6pm (San Diego time)</p>
<p><b>Week 7</b> May 11  And  May 13</p>	<p><u>Tuesday Zoom: Strategic Globalization</u> Four Seasons Goes to Paris How Netflix Expanded to 180 Countries in 7 Years  <u>Thursday Zoom: Markstrat Help/Discussion and Work session in class</u></p>	<p>Live Zoom class for discussion on Tuesday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!  Live Zoom class for discussion on Thursday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!</p>	
<p><b>Week 8</b> May 18  And  May 20</p>	<p><u>Tuesday Zoom: Strategies for Overcoming Crisis</u> Dominos David Dao and United Airlines The Former CEO of DHL Express on Leading the Company Through  <u>Thursday Zoom: Markstrat Discussion</u></p>	<p>Live Zoom class for discussion on Tuesday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!  Live Zoom class for discussion on Thursday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!</p>	<p><b>May 20:</b> <b>Quiz 3</b> on Canvas (15-20 minutes) Available Thursday at 3pm (San Diego time) Closes Thursday at 6pm (San Diego time)</p>

<p><b>Week 9</b> May 25  And May 27</p>	<p><u>Tuesday Zoom: Barriers to Entry and Adaptation</u> Walmart Around the World Levendary Café - The China Challenge Singapore Airlines' Balancing Act</p> <p><u>Thursday Zoom:</u> Submit Team Market Entry Report;</p>	<p>Live Zoom class for discussion on Tuesday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!</p> <p>Live Zoom class for discussion on Thursday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!</p>	
<p><b>Week 10</b> June 1  And June 3</p>	<p><u>Tuesday Zoom: Global Challenges</u> The World Is Still Not Flat (video) The World is Flat, The World is Lumpy? Don't Let Metrics Undermine Your Business</p> <p><u>Thursday Zoom: Markstrat discussion</u> Wrap up and Debrief of entire Markstrat experience; How did you implement barriers to entry in Markstrat? How did you respond to barriers? Be ready to explain your team's decisions and takeaways. You should also have questions ready for other teams.; Wrap-up Discussion</p>	<p>Live Zoom class for discussion on Tuesday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!</p> <p>Live Zoom class for discussion on Thursday 2pm-3:20pm or 3:30pm-4:50pm. Come to the section you registered for!</p>	<p><b>June 3:</b> <b>Quiz 4</b> on Canvas (15-20 minutes) Available Thursday at 3pm (San Diego time) Closes Thursday at 6pm (San Diego time)</p>
<p><b>June 7</b>  <b>3pm-4pm</b></p>	<p><b>FINAL EXAM</b> You may start at 3pm on June 7. The exam will close at 4pm on June 8 or 60 minutes after you start, whichever comes first.</p>		<p><b>June 7-8:</b> <b>Final Exam</b> on Canvas (60 minutes) Available Monday at 3pm (San Diego time) Closes Tuesday at 4pm (San Diego time)</p>

**COMMUNICATION:**

Canvas announcements and Canvas inbox will be the primary means of communication and material delivery within this course. Be sure you have consistent access and regularly check both Canvas and UCSD email. Due dates will be clearly communicated on Canvas and in Zoom sessions, and once the due date has passed, there is NO opportunity for points on assignments, quizzes or exams. Download the pdf of our syllabus on the first day of class and Make a habit of checking Canvas daily for announcements and assignments.

Do not hesitate to contact me when you have questions. I am usually very quick in replying to messages sent through the Canvas message system (generally within 24 hours) and this is the best way to reach me. However, please do not wait until the last minute (i.e., last day) to message me to ask questions about exams or assignments. Cramming the night before a due date/exam is not an effective strategy and may result in poor learning and also poor grades. I will not be monitoring my messages the night before any due dates/exams.

**Markstrat**

Markstrat is the premier marketing strategy simulation available today. It is a simulation of a fictitious industry similar, in some respects, to the consumer skincare or healthcare industry. It is designed to allow you to apply and test strategy concepts in a dynamic, competitive environment. In this simulation, you will manage a team (company) in direct competition with several other student teams. You will conduct customer and competitive analysis and strategically determine the target market segments and product positioning for the products in your product line. Additional decisions include product development endeavors and expenditures, advertising and marketing research expenditures, forecasting, production ordering, and sales force size and deployment. You will need to become familiar with the cloud-based simulation software immediately following the first week's sessions. All of this is to help you understand the strategy decisions required of management on a day-to-day basis. This understanding will help you design a winning strategy when your company enters an international market. Collusion or price fixing, market splitting and sharing of confidential information is illegal. You will choose your own team (using Google Sheets link on Canvas) by Sunday, April 11 by 9pm. Anyone who hasn't put themselves in a team by that date/time will be automatically assigned to a team.

Decision Schedule (Markstrat)	Decision Due Date and Time
<b>Purchase Markstrat License</b>	Must Purchase by Apr 10 at 9pm! Proof of purchase: Upload receipt on Canvas
<b>Practice Run 1</b>	Wednesday, April 14 9pm (Practice Run 1 Decision Due!)
<b>Practice Run 2</b>	Monday, April 19 9pm (Practice Run 2 Decision Due!)
<b>Everything is reset and Competitive Rounds Begin by 8am Wed, Apr 21</b>	Make sure you have downloaded/screenshot/saved anything you might want!
<b>Competitive Round 1 Decisions Completed</b>	Monday, April 26 at 9pm (San Diego time)
<b>Competitive Round 2 Decisions Completed</b>	Wednesday, April 28 at 9pm
<b>Competitive Round 3 Decisions Completed</b>	Monday, May 3 at 9pm
<b>Competitive Round 4 Decisions Completed</b>	Wednesday, May 5 at 9pm
<b>Competitive Round 5 Decisions Completed</b>	Monday, May 10 at 9pm
<b>Competitive Round 6 Decisions Completed</b>	Wednesday, May 12 at 9pm
<b>Competitive Round 7 Decisions Completed</b>	Monday, May 17 at 9pm
<b>Competitive Round 8 Decisions Completed</b>	Wednesday, May 19 9pm
<b>Competitive Round 9 Decisions Completed</b>	Monday, May 24 at 9pm
<b>Competitive Round 10 Decisions Completed</b>	Wednesday, May 26 at 9pm

**The Markstrat (placement) portion of your grade is determined by the closing Markstrat Stock Price Index (SPI).** The final results of the Markstrat simulation will be converted into grades. This will be based on a curve. Members of the teams managing the firm(s) that have the highest SPI at the conclusion of the simulation will receive a score of 150 points. If your team comes in second place in your industry, you will receive a grade of 90% or the ratio of your final SPI to the SPI of the first-place team, whichever is higher. Similarly, third place teams will receive a grade of 80% or the ratio of their final SPI to that of the first-place team, whichever is higher. Fourth place teams will receive a grade of 70% or the ratio of their final SPI to that of the first-place team, whichever is higher. It is entirely possible for each team within an industry to receive an A, if the competition is close. Your individual grade is a combination of your team grade plus/minus peer evaluation feedback and individual engagement on the Markstrat website.

**The Markstrat (journal entries) portion of your grade is determined by your thorough journaling each Round's decisions.** After completion of Competitive Round 1, you should write 1-2 paragraphs reflecting on how your strategies worked/didn't work, what you think went right/wrong, what research reports were especially helpful in making your decision about the next Round, what decisions you are making for the next Round, who is your target market, is that market changing, what is your competition doing, what is the best competitive position for you, etc. You should continue to document in your individual journal after each Round. This is useful as you continue through the Rounds, looking back to see how decisions worked out and if your strategy is still sound. This is an individual report based on your team's analysis, actions, and decisions. You are to write it by yourself. Do not plagiarize. Unless you are a robot, which you are not, it will not sound the same as your teammates' reports. **At various times throughout the quarter, I will ask you to submit your journal entry for the most recent round.** It is important that you are keeping track and writing your two paragraphs after each round. Do not fall behind.

**Team Written Report on entry into a new market:** In week 9, as a team, you will submit a written report regarding entry into a new market. You will assess the predicted success of your firm's leading brand into your assigned market. To do this, you will use various resources, including the frameworks we discussed throughout the quarter, to assess the suitability of this product for your assigned market. These new markets will differ for each team and will be assigned in week 3. Details of this report are included in a separate handout, available on Canvas.

## COURSE GRADING

Assignments	Points
Midterm Exam	200
Final Exam	200
Markstrat (final placement)	150
Engagement and Professionalism (in class, in teams, and on Canvas)	100
Quizzes on Canvas (3 @ 25 points each) There are 4 quizzes, your lowest is dropped. If you add the class late and miss the first quiz, that will be your dropped quiz.	75
Markstrat Journal Entries (3 @ 20 points each)	60
Team Market Entry Written Report	50
Rady School Behavioral Lab Participation (must complete 2 labs to receive any points)	30
<b>Total</b>	<b>865</b>
Extra Credit Opportunity: Purchase Markstrat license by April 6 (upload screen shot of confirmation)	10
Extra Credit Opportunity: CAPE Evaluations (upload screen shot)	5

Percentage	Grade
93% - 100%	A
90.0% - 92.99%	A -
87% - 89.99%	B +
83.0% - 86.99%	B
80.0% - 82.99%	B -
77.0% - 79.99%	C+
73.0% - 76.99%	C
70.0% - 72.99%	C -
67.0% - 69.99%	D +
60.0% - 66.99%	D
59.99% and below	F
<p><b>Do NOT ask me to change your grade at the end of the session. It is not only unfair to all other students, but it is unethical for you to do so.</b></p>	



## COURSE POLICIES

Engagement in this class is important. Professionalism is expected. Your attendance and active participation is expected in our zoom lectures in MGT112. Zoom engagement and professionalism will be gauged based on contribution during zoom and in breakout rooms. This means both raising your hand/talking as well as chatting in the chat window to both answer questions that I ask as well as making insightful comments about readings. The benefit that you will derive from the course depends in large part upon the extent to which you share your own viewpoints or conclusions with your fellow classmates. You should view class engagement both as an opportunity to ask questions to enhance your understanding as well as an opportunity to suggest examples that demonstrate your knowledge of the material. It is expected that you read all course material assigned and come to class with a series of comments and/or questions that you think will be interesting so that you are prepared to engage in a meaningful dialogue. Engaging in an active discussion is a proven, effective way of learning and my goal is for you to experience this to for yourself in this class. Class contribution is evaluated from the perspective of adding to the group discussion. It is critical to be present, prepared, and to make insightful comments that either move the discussion forward or help the class learn – quality is more important than quantity. The course is intended to be interactive in nature, and the learning environment is optimized with everyone’s participation. The key with class contribution is engagement with the material and with your fellow classmates – contribution can come in the form of verbal comments or bringing new and insightful materials to the class for discussion.

Class engagement is necessarily subjective, however it is not difficult to identify key characteristics of effective participants. 1) They are well-prepared, having done the readings and thought about them, and their comments reflect that. 2) They listen effectively. Their comments are linked to the current discussion and do not repeat something said 5 minutes prior in class. 3) They are succinct.

**\*\*It is expected that you attend each class, you will arrive on time and stay the entire class period. When you join the Zoom meeting room to participate in discussion, your real name (as it appears on Canvas) must be set as your screenname to accurately receive credit for engagement. I encourage you to turn your camera on while you are in discussion to assist our active learning.** It is polite to engage with classmates and with me in this way and research shows that it contributes to increased learning. You may use virtual backgrounds. If for some reason, you cannot have your video on, please post a photo of yourself as your profile pic.

## EXAMS AND QUIZZES

There will be 4 announced quizzes over readings and discussions on Canvas. I will drop your lowest quiz score. This drop will not be reflected on Canvas but you can easily calculate by keeping track of your lowest score. If you add this class late and miss the first quiz, that will be your dropped quiz. Quizzes will be multiple choice and short essay (three to five sentences should sufficiently answer the essay question). There will be one midterm exam covering all material prior to the midterm date and one final exam, covering all material between the midterm and the final, with the inclusion of some early material. The midterm exam and final exam will be multiple choice and mid-length essay (a paragraph should sufficiently answer the question). Do NOT plagiarize anything. This is testing what you learned, not what you can copy. Your writing does not sound like my writing or your classmate’s writing, or the writing of the authors that you are reading. You are NOT allowed to use the readings themselves or any electronic sources or help during a quiz or exam. You MAY use notes you have taken on paper. During the quiz or exam, please do NOT click outside the window/tab that you have the quiz open in. This is seen as an academic integrity violation. Using Calendly, you may make an appointment with me (Prof. Ehrich) to discuss your past quizzes or exams at any point in the quarter.

## ACADEMIC INTEGRITY

Integrity of scholarship is essential for an academic community. As members of the Rady School, we pledge ourselves to uphold the highest ethical standards. The University expects that both faculty and students will honor this principle and in so doing protect the validity of University intellectual work. For students, this means that all academic work will be done by the individual to whom it is assigned, without unauthorized aid of any kind. The complete UCSD Policy on Integrity of Scholarship can be viewed at: <http://senate.ucsd.edu/Operating-Procedures/Senate-Manual/Appendices/2>

**How the Honor Code applies to this course:** This is easy to understand. Don’t cheat. I work hard in this course, and I expect you to also. On quizzes, exams, assignments and reports: 1. Collaboration is permitted only when permitted by the instructor. 2. Don’t plagiarize - Copying from the writings or works of others into your academic assignment without attribution, or submitting such work as if it were one’s own is defined as plagiarism. This includes copying from articles, from PowerPoint slides, from other students’

writing. This also includes any submission of work with authors listed who did not contribute to the submission. If you have any questions on what plagiarism is, please ask. Punishment for academic dishonesty, to be determined by the instructor, will range from receiving a zero (0) on the test or assignment to failing the class. If you do not understand what constitutes plagiarism, please ask. Do not use any electronic sources while taking a quiz or exam in this class. No websites, no apps (this means no translation apps as well), no pdfs, nothing electronic. If you are found to violate the academic integrity rules of this course, the first violation will result in a 0 on that assignment and, at a minimum, a warning and consultation with me. After the first time, you will automatically be reported to the UCSD Academic Integrity Office and can result in probation, suspension or dismissal. Turn It In (plagiarism check) software may be used on all submissions: homework, quizzes and exams.

## STUDENTS WITH DISABILITIES

A student who has a disability or special need and requires an accommodation in order to have equal access to the classroom must register with the Office for Students with Disabilities (OSD). The OSD will determine what accommodations may be made and provide the necessary documentation to present to the faculty member. The student must present the OSD letter of certification and OSD accommodation recommendation to the appropriate faculty member in order to initiate the request for accommodation in classes, examinations, or other academic program activities. **No accommodations can be implemented retroactively.** Please visit the [OSD website](#) for further information or contact the Office for Students with Disabilities at (858) 534-4382 or [osd@ucsd.edu](mailto:osd@ucsd.edu).

## RADY SCHOOL RESEARCH POOL

30 points of your grade is based on participation in two experiments offered by the Rady School Research Participant Pool. Each experiment will take up to one hour. If new to lab participation, to register for an account and to receive additional information about upcoming lab studies, visit: <http://radyclascredit.sona-systems.com/> and click "New Participant?" Request an account here." When you register, you will be assigned a unique ID – you will need to provide this ID each time you participate in a study. Make sure to keep track of it! You must enter your correct section (D00 or E00 – Professor Ehrich), or you won't receive credit. You must resolve credit before the final exam date. If you have served as a participant before, you will need to update which classes you are registered for in order to receive credit. Log in to your account here: <http://radyclascredit.sona-systems.com/> and go to the "My Profile" page. There is an option near the bottom of the page to "Change Courses." *Questions about lab studies can be directed to [RadyClassCredit@ucsd.edu](mailto:RadyClassCredit@ucsd.edu). Studies will begin during week 2 of the quarter and will conclude in week 10.*

## NONDISCRIMINATION POLICY STATEMENT

The University of California, in accordance with applicable Federal and State law and University policy, does not discriminate on the basis of race, color, national origin, religion, sex, gender identity, pregnancy,<sup>1</sup> physical or mental disability, medical condition (cancer related or genetic characteristics), ancestry, marital status, age, sexual orientation, citizenship, or service in the uniformed services.<sup>2</sup> The University also prohibits sexual harassment. This nondiscrimination policy covers admission, access, and treatment in University programs and activities. [https://ophd.ucsd.edu/policies-procedures/nps\\_student.html](https://ophd.ucsd.edu/policies-procedures/nps_student.html)  
Students may feel more comfortable discussing their particular concern with a trusted employee. This may be a Rady student affairs staff member, a department Chair, a faculty member or other University official. These individuals have an obligation to report incidents of sexual violence and sexual harassment to OPHD. This does not necessarily mean that a formal complaint will be filed. If you find yourself in an uncomfortable situation, ask for help. The Rady School of Management is committed to upholding University policies regarding nondiscrimination, sexual violence and sexual harassment.

<sup>1</sup> Pregnancy includes pregnancy, childbirth, and medical conditions related to pregnancy or childbirth.

<sup>2</sup> Service in the uniformed services includes membership, application for membership, performance of service, application for service, or obligation for service in the uniformed services.

\*\*This syllabus is subject to change at the instructor's discretion. All changes will be communicated to students through Canvas and over Zoom. Please check Canvas regularly.\*\*