International and Cultural Diversity (ICD)
Texas A&M University

International and Cultural Diversity Cover Sheet

Request for a course to be included in the University Graduation Requirement for International and Cultural Diversity

1. This request is submitted by (department name): ARCHITECTURE

2. Course prefix and number: ARCH 446

3. Texas Common Course Number: NA

4. Complete course title: Introduction to Historic Preservation

5. Semester credit hours: 3-0

6. Frequency the class will be offered: Fall semester

7. Number of sections per semester: Fall: 1

8. Number of students per semester: Fall: 30

9. Historic annual enrollment for the last three years:
   - 2012-2013: 22
   - 2011-2012: 21
   - 2010-2011: 19

10. Statement on how this course meets the criteria for International and Cultural Diversity:
    ARCH 446 (Introduction to Historic Preservation). Students explore the significance of historic places to societal wellbeing and conservation alternatives for historic and cultural environments. These historic places are worldwide. Students review global historic and contemporary preservation philosophies, policy decisions, and projects' treatments. They become aware of the Cultural Resource Management: NHP Act of 1966 and its impact on the last 50 years of preservation projects worldwide. Students study the international cross-disciplinary field of historic preservation theory, design, and practice. They learn to understand and respect the issues of ethics and professional judgment of policy making and sustainable treatments of historic buildings across locations worldwide.

11. Course Instructor

12. Department Head

13. College Dean/Designee

Submit this form and current course syllabus to fso-ccc@tamu.edu or Kristin Harper, TAMU 1125.

See form instructions for submission/approval process.
Course title and number  ARCH 446 – Introduction to Historic Preservation
Term (e.g., Fall 200X)   Fall 2013
Meeting times and location  TR 3:55-5:10; 107A

Course Description and Prerequisites
Introduction to Historic Preservation. (3-0). Credit 3. The cross-disciplinary world of historic preservation examining the significance of historic places to societal well-being and conservation alternatives for historic and cultural environments; review of preservation projects of today including interior rehabilitation and adaptive reuse; introduction to careers in preservation through guest presentations and current case studies.
Prerequisite: Junior or senior classification.

Learning Outcomes or Course Objectives
• Communication Skills (written, visual, oral),
• Design – Preservation Thinking Skills,
• Investigative Skills,
• Use of Precedents,
• Cultural Diversity,
• Human Behavior,
• Ethics and Professional Judgment.

Instructor Information
Name  Anat Geva
Telephone number  862-6580
Email address  ageva@arch.tamu.edu
Office hours  Monday 9:30-10:30 and by appointment
Office location  318b Building A

Textbook and/or Resource Material

Grading Policies
Final letter grades will be determined consistent with University standards and on the basis of students’ performance in the three assignments (each assignment will include a specific evaluation sheet) and final exam:
A  Excellent/outstanding (90-100)
B  Above average (80-89)
C  Average (70-79)
D  Below average (60-69)
F  Failure (below 60)

Students should refer to the Academic section in Student Rules and Regulations
Other Pertinent Grading Information (Rubric Included)

ASSIGNMENT 1: Analysis of the student’s Memorable Place 20%
ASSIGNMENT 2: Building Analysis Study I:
Analysis of Frank Lloyd Wright’s projects (1906-1958) along “The Secretary of Interior’s Standards” (1995) 20%
ASSIGNMENT 3: Building Analysis Study II:
Analysis of historic buildings on campus (1909-1932) along the National Park Service Preservation Briefs (1988) 20%
FINAL EXAM: 40%

Attendance Policies
The University views class attendance as the responsibility of an individual student. Attendance is essential to complete the course successfully. University rules related to excused and unexcused absences are located online at http://student-rules.tamu.edu/rule07

Project due dates will be provided in the project statements. Students should contact the instructor if work is turned in late due to an absence that is excused under the University’s attendance policy. In such cases the instructor will either provide the student an opportunity to make up any quiz, exam or other graded activities or provide a satisfactory alternative to be completed within 30 calendar days from the last day of the absence. There will be no opportunity for students to make up work missed because of an unexcused absence.

Other Pertinent Attendance Information

Course Topics, Calendar of Activities, Major Assignment Dates

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Required Reading</th>
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<tbody>
<tr>
<td>1</td>
<td>Questions of HP</td>
<td>Chap. 3: 64-103; Chap.1: 11-18</td>
</tr>
<tr>
<td>2</td>
<td>Memory and Place / issue Assig. 1</td>
<td>Chap. 5: 135-148;</td>
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</table>
Heritage Tourism (Texas historic sites; preservation efforts of today)

8  Documentation/recording (latest development in documentation tools and techniques)  Chap.7: 202-218
Preservation Engineering (theory and today’s practice: examples of works at ground zero in NY; Haiti earthquake; Texas courthouses project)

9  Assignment 2 due and presentations

10  Tour of Campus/Adaptive Use (2000-2013)
Issue Assig. 3: Analysis of historic buildings on campus (1909-1932) along the National Park Service Preservation Briefs (1988)

11  Industrial Adaptive Reuse in the world (1990’s-2013)  Chap.7: 197-199; Chap.11: 325-329
Landscape Preservation (history and recent trends)

12  Community Preservation (preservation efforts after Katrina storm in Mississippi  Chap.9: 279-283; Chap.10: 298-312
Preservation & Sustainability (new trends)

13  Today’s Preservation Team in Practice: guest lecture of a Preservation practitioner

14  Assignment 3 due and presentations

FINAL TBA

Americans with Disabilities Act (ADA)
The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact Disability Services, in Cain Hall, Room B118, or call 845-1637. For additional information visit http://disability.tarru.edu

Academic Integrity
“An Aggie does not lie, cheat, or steal, or tolerate those who do.”
Upon accepting admission to Texas A&M University, a student immediately assumes a commitment to uphold the Honor Code, to accept responsibility for learning, and to follow the philosophy and rules of the Honor System. Students will be required to state their commitment on examinations, research papers, and other academic work. Ignorance of the rules does not exclude any member of the TAMU community from the requirements or the processes of the Honor System. For additional information please visit: http://aggiehonor.tarru.edu
Care of Facilities

The use of spray paint or other surface-altering materials is not permitted in the Langford Complex, except in designated zones. Students who violate this rule will be liable for the expenses associated with repairing damaged building finishes and surfaces. At the end of the semester, your area must be clean of all trash.

Studio Policy (required of all studios)

All students, faculty, administration and staff of the Department of Architecture at Texas A&M University are dedicated to the principle that the Design Studio is the central component of an effective education in architecture. They are equally dedicated to the belief that students and faculty must lead balanced lives and use time wisely, including time outside the design studio, to gain from all aspects of a university education and world experiences. They also believe that design is the integration of many parts, that process is as important as product, and that the act of design and of professional practice is inherently interdisciplinary, requiring active and respectful collaboration with others.

Students and faculty in every design studio will embody the fundamental values of optimism, respect, sharing, engagement, and innovation. Every design studio will therefore encourage the rigorous exploration of ideas, diverse viewpoints, and the integration of all aspects of architecture (practical, theoretical, scientific, spiritual, and artistic), by providing a safe and supportive environment for thoughtful innovation. Every design studio will increase skills in professional communication, through drawing, modeling, writing and speaking.

Every design studio will, as part of the syllabus introduced at the start of each class, include a clear statement on time management, and recognition of the critical importance of academic and personal growth, inside and outside the studio environment. As such it will be expected that faculty members and students devote quality time to studio activities, while respecting the need to attend to the broad spectrum of the academic life. Every design studio will establish opportunities for timely and effective review of both process and products. Studio reviews will include student and faculty peer review. Where external reviewers are introduced, the design studio instructor will ensure that the visitors are aware of the Studio Culture Statement and recognize that the design critique is an integral part of the learning experience. The design studio will be recognized as a place for open communication and movement, while respecting the needs of others, and of the facilities.

Important Links Below

Department of Architecture Website
http://dept.arch.tamu.edu/

Department Financial Assistance
http://dept.arch.tamu.edu/financial-assistance/

Academic Calendar
http://admissions.tamu.edu/registrar/general/calendar.aspx

Final Exam Schedule Online
http://admissions.tamu.edu/registrar/general/finalschedule.aspx

On-Line Catalog
http://catalog.tamu.edu

Student Rules
http://student-rules.tamu.edu/

Aggie Honor System Office
http://aggiehonors.tamu.edu/

American Institute of Architecture website
http://www.aia.org/index.htm
ARCH 446 – Introduction to Historic Preservation.

The Department is requesting a title change from the “Introduction to Historic Preservation” to “Foundations of Historic Preservation”. We believe this change is in keeping with the University mandate that upper level 300-400 courses do not use terms such as “introduction” in their course descriptions.

In addition we would like to maintain the previous CIP and Funding Code listed in the past THECB Course Inventory listing. ARCH 446 was listed as 0402010006. We believe this accurately reflects the course content which deals primarily with architectural preservation, covering topics including but not limited to the documentation and recording historic structures, preservation engineering, adaptive reuse of the built environment, etc.
Texas A&M University

**International and Cultural Diversity Cover Sheet**

Request for a course to be included in the University Graduation Requirement for International and Cultural Diversity

1. This request is submitted by (department name): Mays Business School

2. Course prefix and number: **IBUS 453** (cross-listed with MGMT 453)

3. Texas Common Course Number: N/A

4. Complete course title: Emerging Economies: Brazil, Russia, India, China

5. Semester credit hours: 3

6. Frequency the class will be offered: Spring semesters

7. Number of sections per semester: 1

8. Number of students per semester: 35

9. Historic annual enrollment for the last three years:
   - 2012-2013: 32
   - 2011-2012: 26
   - 2010-2011: N/A

10. Statement on how this course meets the criteria for International and Cultural Diversity:

    Examination of present and future dynamics of the emerging economies of Brazil, Russia, India, and China and their impact on the developing and developed worlds; importance of BRIC countries and their position in the world; history and development of these countries and the current business environment in each. Exposes students to the business environments and cultures of these four emerging economies.

    Cross-listed with MGMT 453

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11. Course Instructor

   **Daria Panina**

   10/10/13

12. Department Head

   **[Signature]**

   10/10/2013

13. College Dean/Designee

   **[Signature]**

   10/13/13

Submit this form and current course syllabus to fso-ccc@tamu.edu or Kristin Harper, TAMU 1125.

See form instructions for submission/approval process.
MGMT/IBUS 453
EMERGING ECONOMIES: BRAZIL, RUSSIA, INDIA, CHINA
Fall 2013

TR 9:35 a.m. - 10:50 a.m. in WCBA 181

Professor: Daria Panina
Office: 483H Wehner
Office Hours: By appointment
E-mail Address: dpanina@cgsh.tamu.edu

COURSE DESCRIPTION:

Goldman Sachs reports have projected that Brazil, Russia, India and China, collectively known as the BRICs will surpass the developed economies by 2050. Although grouped together based on a number of important economic indicators, BRIC countries are very different economically, politically and culturally. Yet, their rapid development raises globally relevant issues of competition for markets and natural resources; the role of population, education, and technology in global competition; development models in terms of the mix of the state vs. the market, and authoritarian vs. democratic governance systems; and many others.

This course is designed to examine the present and future dynamics of the four emerging marketplaces: Brazil, Russia, India, and China and their impact upon the developing and developed worlds. We will first look at the general importance of BRIC countries and their position in the world. Then we will review the history and development of these countries and examine the current business environment in each of the BRICs. Finally, the third part of the course will focus upon a set of the critical issues pertaining to BRIC countries and will be dedicated to the presentations and class discussions of individual research projects on these topics.

PREREQUISITE: MGMT 363

LEARNING OUTCOMES:

Upon completion of the course the students will be able to:

- Compare and contrast macroeconomic trends of the development of Brazil, Russia, India, and China
- Identify the major cultural and economic factors shaping the business environments of each of the BRIC economies.
- Identify and discuss major social and economic challenges facing these countries
- Identify opportunities for the future growth of BRIC countries
- Compare and contrast environmental opportunities and constraints and competitive strategies of emerging multinationals from BRIC countries to mature multinational companies from developed markets
TEXT:

The selection of materials will be compiled and available via course packet from a variety of local vendors. No textbook is available. Regular reading of the Wall Street Journal, Financial Times or some other source of business news is also required.

COURSE on eLearning:

MGMT/IBUS 453 can be found on eLearning. You can find there the following materials: a copy of the course syllabus; copies of lecture notes; the grades. I will also post information about exams, hints for doing projects, cases and additional assignments from time to time.

GRADE DETERMINATION:

Knowledge of the substantive material covered in the course is of central importance. However, as in the business world, the ability to communicate knowledge orally and in writing is also very important. Grading will be competitive and will include, where appropriate, consideration of content as well as grammar, style, and organization.

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<td>350</td>
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</tbody>
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No grading curves will be used. Grades will be assigned based upon the number of points each student earns without regard to the grade distribution within the class. **NOTE:** Grades are based on point totals not upon percentages of the total available points for the course. Assignment of the final course letter grade will be based on the following point totals:

- 315 to 350 points: A
- 280 to 314 points: B
- 245 to 279 points: C
- 210 to 244 points: D
- 0 to 209 points: F

ASSIGNMENTS:

The most challenging aspect of this class is its breadth. The course includes aspects of international economics, international relations, domestic politics and laws, economic geography, culture, and diplomatic history. To overcome this problem, we will have outside assignments — cases and individual projects — that will help you master all this material and allow you to explore issues developed in class in more depth.
Group Project: Country Research (20 points):

This group assignment is designed to expose you to sources of international data and more nuanced examples of the issues discussed in class. Each group will present and lead the discussion on important social and economic issues facing the BRICs. Two groups will make presentations on the impact of natural resources on the development of Russia and Brazil. Two groups will do research and present on the developmental and social issues in China and India. Finally, two groups will make their presentation on the issue of environmental situation in Brazil and China. Thus, the class will be divided into six groups with each group doing research and presenting on one country and one issue. Group projects will be graded based on the quality of the material and their presentation. All members of a group and expected to participate in case preparation and presentation, and will receive an equal grade for the group project.

Group Project: Emerging Multinationals (20 points):

During the course of the semester we will learn about economic environments of BRICs, watch videos about them, and have several guest speakers from these countries. To facilitate our learning from these experiences, and see how environment of BRICs affects companies, groups of students will prepare presentations about major multinationals from the BRICs. Suggestions on the companies and some materials about them will be provided by the instructor. All presentations will be delivered at the end of the semester. Group projects will be graded based on the quality of the material and their presentation. All members of a group and expected to participate in case preparation and presentation, and will receive an equal grade for the group project.

Class Attendance and Participation (10 points):

Students are expected to be prepared for every class and to participate in class discussions. "Extraordinary" class participation will be considered in borderline cases in determining final grades. I will be checking attendance throughout the semester. Attendance checks will start on the second week of the semester. Up to two missed classes will not be taken into account while calculating attendance grade.

ANTICIPATED EXAM DATES:

- First Exam Thursday Week 4
- Second Exam Thursday Week 7
- Third Exam Thursday Week 10

On exam days, you will need to bring to class:
1. your ID card
2. a pencil
3. Scantron Form 882-ES
FINAL EXAM:

There is no final exam for this course. The last days of the semester will include presentation of projects.

EXAMINATION RESULTS:

After each examination, grades will be posted on the course web site or e-mailed to the students. We will post grades as soon as possible. If the results are not posted, it means we do not yet have the grades.

ADA POLICY:

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact Disability Services, in Cain Hall, Room B118, or call 845-1637. For additional information visit http://disability.tamu.edu.

EXAM REVIEW AND GRADE APPEALS:

You will be able to review your exams and prepare written appeals on exam questions during specific days and times. These are the only opportunities you will have to appeal exam grades. Appeals will not be allowed after the posted dates for a specific exam. If you are unable to attend a review session (due to an excused absence listed in the Missed Examinations section below), arrangements must be made with the TA prior to the scheduled review date. If no prior arrangements are made, you forfeit the opportunity to review your exam.

MAKE-UP WORK POLICY:

No unexcused absence will be accepted for missing the deadlines or tests. If an absence is excused, the make-up work must be completed in a timeframe not to exceed 3C calendar days from the last day of the initial absence. Some reasons absences are considered excused by the university are the listed in Student Rule 7 (http://student-rules.tamu.edu/rule07). The fact that these are university-excused absences does not relieve the student of responsibility for notification and documentation. Failure to notify and/or document properly may result in an unexcused absence. Falsification of documentation is a violation of the Honor Code.
WEHNER BUILDING POLICY:

We have beautiful and state-of-the-art classrooms in the Wehner Building. We want to maintain the high quality conditions of these classrooms for the students in future years. Thus, it is necessary for you to adhere to the established policy of NO BEVERAGES, FOOD, TOBACCO PRODUCTS, OR ANIMALS (unless approved) within the Wehner building classrooms.

AGGIE HONOR CODE:

"An Aggie does not lie, cheat, or steal or tolerate those who do."

Upon accepting admission to Texas A&M University, a student immediately assumes a commitment to uphold the Honor Code, to accept responsibility for learning and to follow the philosophy and rules of the Honor System. Students will be required to state their commitment on examinations, research papers, and other academic work. Ignorance of the rules does not exclude any member of the Texas A&M University community from the requirements or the processes of the Honor system. For additional information please visit: http://aggiehonor.tamu.edu.

On all course work, assignments, and examinations at Texas A&M University, the following Honor pledge shall be preprinted and signed by the student: "On my honor, as an Aggie, I have neither given nor received unauthorized aid on this academic work."
### COURSE OUTLINE:

<table>
<thead>
<tr>
<th>Week</th>
<th>Tuesday</th>
<th>Thursday</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction</td>
<td>The Beginnings: Goldman Sachs Reports</td>
</tr>
<tr>
<td>2</td>
<td>Brazil: Overview</td>
<td>Brazil: Agricultural Superpower</td>
</tr>
<tr>
<td>3</td>
<td>Brazil: National culture and Managerial Values</td>
<td>Brazil: Future Trends</td>
</tr>
<tr>
<td>4</td>
<td><em>Case discussion</em></td>
<td><em>Exam 1</em></td>
</tr>
<tr>
<td>5</td>
<td>Russia: Overview</td>
<td>Russia: Energy Sector</td>
</tr>
<tr>
<td>6</td>
<td>Russia: National culture and Managerial Values</td>
<td>Russia: Future trends</td>
</tr>
<tr>
<td>7</td>
<td><em>Case discussion: Mikhail Khodorkovsky &amp; Yukos</em></td>
<td><em>Exam 2</em></td>
</tr>
<tr>
<td>8</td>
<td>India: Overview</td>
<td>India: BPO</td>
</tr>
<tr>
<td>9</td>
<td>India: National culture and Managerial Values</td>
<td>India: Future trends</td>
</tr>
<tr>
<td>10</td>
<td><em>Case discussion: Leadership at Infosys</em></td>
<td><em>Exam 3</em></td>
</tr>
<tr>
<td>11</td>
<td>China: Overview</td>
<td>China: The role of the State</td>
</tr>
<tr>
<td>12</td>
<td>China: National culture and Managerial Values</td>
<td>China: Future Trends</td>
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<tr>
<td>13</td>
<td><em>Case discussion: TCL - First Chinese Multinational</em></td>
<td><em>Presentation of Individual Projects</em></td>
</tr>
<tr>
<td>14</td>
<td><em>Presentation of Projects</em></td>
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Texas A&M University

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1. This request is submitted by (department name): Management

2. Course prefix and number: MGMT 453

3. Texas Common Course Number: N/A

4. Complete course title: Emerging Economies: Brazil, Russia, India, China

5. Semester credit hours: 3

6. Frequency the class will be offered: Spring semesters

7. Number of sections per semester: 1

8. Number of students per semester: 35

9. Historic annual enrollment for the last three years:
   2012-2013: 32
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10. Statement on how this course meets the criteria for International and Cultural Diversity:

    Examination of present and future dynamics of the emerging economies of Brazil, Russia, India, and China and
    their impact on the developing and developed worlds; importance of BRIC countries and their position in the
    world; history and development of these countries and the current business environment in each. Exposes
    students to the business environments and cultures of these four emerging economies.

    Cross-listed with IBUS 453

11. Course Instructor

    Daria Panina

    Date

12. Department Head

    [Signature]

    Date

13. College Dean/Designee

    [Signature]

    Date

Submit this form and current course syllabus to fso-ccc@tamu.edu or Kristin Harper, TAMU 1125.

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Fall 2013

TR 9:35 a.m. - 10:50 a.m. in WCBA 181

Professor: Daria Panina
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Office Hours: By appointment
E-mail Address: dpanina@cgsb.tamu.edu

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PREREQUISITE: MGMT 363

LEARNING OUTCOMES:

Upon completion of the course the students will be able to:
- Compare and contrast macroeconomic trends of the development of Brazil, Russia, India, and China
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<tr>
<td>First Exam</td>
<td>Thursday</td>
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<tr>
<td>Second Exam</td>
<td>Thursday</td>
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<tr>
<td>Third Exam</td>
<td>Thursday</td>
<td>10</td>
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</table>

On exam days, you will need to bring to class:
1. your ID card
2. a pencil
3. Scantion Form 882-ES
FINAL EXAM:

There is no final exam for this course. The last days of the semester will include presentation of projects.

EXAMINATION RESULTS:

After each examination, grades will be posted on the course web site or e-mailed to the students. We will post grades as soon as possible. If the results are not posted, it means we do not yet have the grades.

ADA POLICY:

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact Disability Services, in Cain Hall, Room B118, or call 845-1637. For additional information visit http://disability.tamu.edu.

EXAM REVIEW AND GRADE APPEALS:

You will be able to review your exams and prepare written appeals on exam questions during specific days and times. These are the only opportunities you will have to appeal exam grades. Appeals will not be allowed after the posted dates for a specific exam. If you are unable to attend a review session (due to an excused absence listed in the Missed Examinations section below), arrangements must be made with the TA prior to the scheduled review date. If no prior arrangements are made, you forfeit the opportunity to review your exam.

MAKE-UP WORK POLICY:

No unexcused absence will be accepted for missing the deadlines or tests. If an absence is excused, the make-up work must be completed in a timeframe not to exceed 30 calendar days from the last day of the initial absence. Some reasons absences are considered excused by the university are the listed in Student Rule 7 (http://student-rules.tamu.edu/rule07). The fact that these are university-excused absences does not relieve the student of responsibility for notification and documentation. Failure to notify and/or document properly may result in an unexcused absence. Falsification of documentation is a violation of the Honor Code.
WEHNER BUILDING POLICY:

We have beautiful and state-of-the-art classrooms in the Wehner Building. We want to maintain the high quality conditions of these classrooms for the students in future years. Thus, it is necessary for you to adhere to the established policy of NO BEVERAGES, FOOD, TOBACCO PRODUCTS, OR ANIMALS (unless approved) within the Wehner building classrooms.

AGGIE HONOR CODE:

"An Aggie does not lie, cheat, or steal or tolerate those who do."

Upon accepting admission to Texas A&M University, a student immediately assumes a commitment to uphold the Honor Code, to accept responsibility for learning and to follow the philosophy and rules of the Honor System. Students will be required to state their commitment on examinations, research papers, and other academic work. Ignorance of the rules does not exclude any member of the Texas A&M University community from the requirements or the processes of the Honor system. For additional information please visit: http://aggiehonor.tamu.edu.

On all course work, assignments, and examinations at Texas A&M University, the following Honor pledge shall be preprinted and signed by the student: "On my honor, as an Aggie, I have neither given nor received unauthorized aid on this academic work."
COURSE OUTLINE:

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<td>Week 1</td>
<td>Introduction</td>
<td>The Beginnings: Goldman Sachs Reports</td>
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<td>Week 2</td>
<td>Brazil: Overview</td>
<td>Brazil: Agricultural Superpower</td>
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<td>Week 3</td>
<td>Brazil: National culture and Managerial Values</td>
<td>Brazil: Future Trends</td>
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<td>Week 4</td>
<td>Case discussion</td>
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<td>Week 5</td>
<td>Russia: Overview</td>
<td>Russia: Energy Sector</td>
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<td>Week 6</td>
<td>Russia: National culture and Managerial Values</td>
<td>Russia: Future trends</td>
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<td>Week 7</td>
<td>Case discussion: Mikhail Khodorkovsky &amp; Yukos</td>
<td>Exam 2</td>
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<td>Week 8</td>
<td>India: Overview</td>
<td>India: BPO</td>
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<td>Week 9</td>
<td>India: National culture and Managerial Values</td>
<td>India: Future trends</td>
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<td>Week 10</td>
<td>Case discussion: Leadership at Infosys</td>
<td>Exam 3</td>
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<td>Week 11</td>
<td>China: Overview</td>
<td>China: The role of the State</td>
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<td>Week 12</td>
<td>China: National culture and Managerial Values</td>
<td>China: Future Trends</td>
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<td>Week 13</td>
<td>Case discussion: TCL - First Chinese Multinational</td>
<td>Presentation of Individual Projects</td>
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<td>Week 14</td>
<td>Presentation of Projects</td>
<td>Presentation of Projects</td>
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<td>Week 15</td>
<td>Presentation of Projects</td>
<td>Presentation of Projects</td>
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