

University of North Carolina at Greensboro
Bryan School of Business and Economics
Department of MEHT
ENT/BUS/STH 338 Global Franchising
Fall 2020
Online

PROFESSOR INFORMATION:

Dianne H.B. Welsh, Ph.D.

Hayes Distinguished Professor of Entrepreneurship and Founder, Entrepreneurship Programs

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Office hours: 7:00pm-8:00pm (in Canvas Zoom) or by appointment. Students must join the Zoom conference no later than 7:15 pm so I know that you're joining the meeting. If there are no participants by 7:15 pm, the Zoom will close. If you are unable to join in person, you can view the recordings for a limited amount of time Zoom sets up.

CREDITS: 3

PREREQUISITES/COREQUISITES: ENT/FIN 200 or ACC 201 plus a working knowledge of online courses, including uploading videos and files. Basic computer competency is expected. If you have any technical issues, please contact 6-tech@uncg.edu. If you need assistance with digital media, please go to the Digital Media Commons in the library (library.uncg.edu/spaces/dmc/). **Also, exam dates are fixed (not subject to change for individuals) and you need to be sure that you are available during exam dates which are; Sep. 13 12:00pm-6:00pm, Oct. 4 12:00pm-6:00pm, and Dec. 1 12:00 pm-6:00 pm (YOU MUST ENTER THE EXAM BY 4:30 PM). If you are not available during these dates, please drop the class.**

FOR WHOM PLANNED: This course gives entrepreneurial minded students with global franchising aspirations a chance to learn how to evaluate and embark on a new venture. This course combines independent flexible study modules and team projects.

COURSE DESCRIPTION: Introduces the student to opportunities in franchising around the world, including becoming a franchisee, franchisor, or working with a franchise company. Students evaluate global franchise opportunities. This course counts as an approved GL course.

STUDENT LEARNING OUTCOMES:

1. *Recognize* franchising principles, including how franchises differ from independent businesses.
2. *Discriminate* between the roles of the franchisors and franchisees in successful franchise systems.
3. *Analyze* a Franchise Disclosure Document (FDD).
4. *Evaluate* franchise opportunities worldwide.
5. *Evaluate* ethical perspectives on the role of women, religion, and legal issues within a global franchising framework.
6. *Examine* environmental, historical, social, economic, political and /or cultural factors relevant to understanding franchising within the global framework.

REQUIRED TEXT:

Judd, R., & Justis, R. (2008). *Franchising: An Entrepreneur's Guide, (4th ed.)* Mason, OH: Thomson. ISBN: 13: 978-0-7593-6705-0.

Available in paperback and online. I have left a copy on 2-hour reserve in the library, but you need a text to do well in the class. Also, you can rent through Cengage Learning for about \$35.00, through Amazon's streaming service, or the bookstore. Please get the textbook before class starts so you don't get behind and miss assignments.

SUPPLEMENTAL READINGS:

Cases provided by the professor and posted on canvas. These include, "Franchise Relations in the Gulf Region of the Middle East: The Case of the Elegant Shoplifter" by Dianne H.B. Welsh and "To Market to Market: An Independent Luxury Hotels Battle for Survival in Germany" by Udo Schlenrich and Margaret Naumes. Also, articles to supplement the textbook for currency, including a chapter by Dianne H.B. Welsh, "The Importance of Family Businesses to Worldwide Franchising," sample Franchise Disclosure Document from Dunkin' Donuts Franchising, LLC, State of California website for Franchise Disclosure Documents, "Introduction to Franchising," by Barbara Beshel, and "Franchising Business Outlook for 2015" by the International Franchising Association.

EVALUATION AND GRADING POLICY:

Activity Points

Exam 1	100
Exam 2	100
Exam 3	100
Franchise Project	70 (40 points written Business Model, 10 points financials, 5 points Porter's Five Forces, 5 points Competitive Analysis Grid, 10 points Power Point Slides.)
Video Presentation	30 (using PowerPoint slides, you cannot pass the class without completing the video presentation)
Case Studies	33 (3 cases x 11 points=33 points)
Meet and Greet	3
Class Discussion	66 (11 classes x 6 points=66 points) (Discussion on Canvas weekly min. plus 3 detailed posts)
Surveys	3 (Entrepreneur Propensity Survey and PsyCap-Must take both surveys at the beginning and at the end of the class to earn points.) You must post screenshots of both with your name to get credit at beginning and end of the course.
Business Model	10
Idea Approval	
Presentation	10 Feedback on your classmates' videos
Feedback	
Total Points	<hr/> 525

Extra Credit: You can earn up to 35 points extra credit by taking Practice Quizzes on the videos each week. Each quiz is worth a maximum of 5 points. You must do the practice quiz the week it is due (7 classes X 5 points=35 extra credit)

A	488-525	C	383-409
A-	473-487	C-	368-382
B+	462-472	D+	357-367

B	436-461	D	331-356
B-	420-435	D-	315-330
C+	410-419	F	<315

NOTE: There is no use of notes, books, or any materials when taking the exams, Canvas website allows the professor to see if you left the exam browser window and monitors how long you left for each question. This is violation of the Academic Integrity Policy and will be reported.

Global Perspectives Student Learning Outcomes

1. Find, interpret, and evaluate information on diverse cultures.
2. Describe interconnections among regions of the world.
3. Use diverse cultural frames of reference and alternative perspectives to analyze issues.

Assignments	Coverage	Possible Points	Details	Percentage of Total Points	GL Student Learning Outcomes
Case Study- Gulf Region of the Middle East		11	Individual	2.45%	SLO 1, 2, 3
Case Study- Int'l Hotel in Germany		11	Individual	2.45%	SLO 1, 2, 3
Case Study- Subs by Design- Family Business Franchise		11	Individual	2.45%	

Description of Case Studies:

• **Gulf Region of the Middle East by Welsh, D.H.B., Raven, P., and Al-Bisher, F.:** The case involves a woman shoplifting from a retail franchise showroom in Kuwait. Shoplifting is on the rise in the Gulf Region and has become a major problem for retailers. The reader must consider the given issue to decide about how the shoplifting by a woman would be handled by management; what are the rights and responsibilities of the companies considering local law, cultural and religious rights, and the utilization of trained security.

• **To Market, To Market – An Independent Luxury Hotel’s Battle for Survival by Schlenrich, U. A., Naumes, M. J.:** The case was developed to give students the opportunity to evaluate global entrepreneurship marketing strategies that an independent luxury hotel could employ to achieve maximum market penetration and profitability. In view of the strong competition from international branded hotel chains and the changes that were taking place in the external environment, the management of the Nassauer Hof Hotel felt that new ‘out of the box’ thinking was required to ensure the viability of their property.

• **Subs by Design – The Case of a Family Business in Transition by Fuller, B.K.:** This case focuses on the growth of a family-owned franchise from its inception in 1987 to 12 stores in 2008. The case first concentrates on the issue of growth by providing students with an opportunity to develop a profit and loss

statement for a new store offered to the franchisee. All the key figures available to the entrepreneur are provided allowing students to put themselves into the role of the decision-maker.

VERY IMPORTANT NOTE: YOUR WEEKLY ASSIGNMENTS AND DUE DATES ARE SPECIFIED IN THE CANVAS SITE. ALL ASSIGNMENTS ARE DUE SUNDAY 11:59 PM UNLESS SPECIFIED BELOW ON THE CALENDAR. EXAMS ARE USUALLY SUNDAY 12-6 PM (ENTER BY 4:30 PM). IT IS YOUR RESPONSIBILITY TO CHECK THE CANVAS SITE AND DO YOUR ASSIGNMENTS ON TIME.

Late Work Penalty

Assignments may not be submitted late. Exceptions will be granted only in rare circumstances and be evaluated on a case-by-case basis. If an exception is granted, there will be a 25%-point subtraction for each day the assignment is handed in late.

Course Schedule		
<i>Week of</i>	<i>Topics</i>	<i>Assignments</i>
Week 1 Aug 18-23	Introduction to Global Franchising Class Overview, Introductions, In-Class Networking Ch. 1, 2 <i>America's Best and Worst Food Franchises / Top Franchises 2016</i> <i>Video – Introduction to Franchising – Building a Franchise – The SUBWAY Model</i>	<ul style="list-style-type: none"> • Complete the ENT Propensity and PsyCap surveys (must take at the beginning and end of class to earn points) • Read syllabus thoroughly • Read Ch. 1 & 2 • Review Power Point Slides • Complete the Discussion Board assignment + 3 detailed posts • Complete Practice Quiz • Discussion Introduce yourself is due August 20
Week 2 Aug 24-30	The Franchise Business Plan & Market Process Ch. 3, 4, 5	<ul style="list-style-type: none"> • Read Ch. 3, 4 & 5 • Review Power Point Slides • Complete the Discussion Board assignment + 3 detailed posts • Complete Practice Quiz
Week 3 Aug 31-Sep 6	See Library Guide for the class. Running a Franchise Globally Ch. 8 & 9 Review for Exam	<ul style="list-style-type: none"> • Read Ch. 8 & 9 • Review Power Point Slides • Complete the Discussion Board assignment + 3 detailed posts • Complete Franchisor Business Model idea • Complete Practice Quiz

<p>Week 4 Sep 7-13</p>	<p>GUEST SPEAKER: Gary Fly, Former Waffle House Franchisee, Marketing Consultant</p>	<ul style="list-style-type: none"> • Watch Guest Speaker Video • Complete Discussion Board assignment questions + 3 detailed posts <p>Ch. 1, 2, 3, 4, 5, 8, & 9</p> <p style="text-align: center;">EXAM 1 Sunday 12:00pm-6:00pm Must enter by 4:30 pm</p>
<p>Week 5 Sep 14-20</p>	<p>Franchise Legal Documents, Protecting & Financing a Franchise Ch. 13 & 14 Answer Questions at the end of the Case and Discuss on Discussion Board</p>	<ul style="list-style-type: none"> • Read Ch. 13 & 14 and the Case, “Franchise Relations in the Gulf Region: The Case of the Elegant Shoplifter” • Review Power Point Slides • Complete the Discussion Board assignment + 3 detailed posts • Complete Practice Quiz
<p>Week 6 Sep 21-27</p>	<p>Managing a Franchise Globally Ch. 15, 16, 17</p>	<ul style="list-style-type: none"> • Read Ch. 15, 16, & 17 • Review Power Point Slides • Complete the Discussion Board assignment + 3 detailed posts • Complete Practice Quiz
<p>Week 7 Sep 28-Oct 4</p>	<p>GUEST SPEAKER: Andy Strand, Subway Franchisee</p>	<ul style="list-style-type: none"> • Watch Guest Speaker Video • Complete Discussion Board assignment questions + 3 detailed posts <p>Ch. 13, 14, 15, 16 & 17 & Class Materials</p> <p style="text-align: center;">EXAM 2 Sunday 12:00pm-6:00pm</p>

		Must enter by 4:30 pm
Week 8 Oct 5-11	Marketing & Franchise Support, Social Responsibility in International and Domestic Markets Ch. 18, 19, & 20 Answer Questions at the end of the Case and Discuss on Discussion Board	<ul style="list-style-type: none"> • Read Ch. 18, 19, & 20 • Review Power Point Slides • Read the Case, “Subs by Design”-Family Business Franchising • Complete the Discussion Board assignment + 3 detailed posts • Complete Practice Quiz

<p>Week 9 Oct 12-18</p>	<p>Class Team Exercise: Answer Questions at the end of the Case and Discuss on Canvas GUEST SPEAKER: Mary Beth Ebert, owner, Friendly Pets</p> <p>Former Franchisee and now Independent Business Owner</p>	<ul style="list-style-type: none"> • Read the Case, “To Market, to Market” German Franchise Hotel Case • Watch Guest Speaker Video
<p>Week 10 Oct 19-25</p>	<p>Business Ethics Differences Globally & International Franchising Ch. 21 & 22</p>	<ul style="list-style-type: none"> • Read Ch. 21 & 22 • Review Power Point slides • Appendices to Business Model, Financials, Porter’s Five Forces, Competitive Analysis Grid, Appendix of Your Choice • Complete Discussion Board assignment questions + 3 detailed posts • Complete Practice Quiz
<p>Week 11 Oct 26-Nov 1</p>	<p>Franchise Business Model</p>	<ul style="list-style-type: none"> • Complete the Franchise Business Model with Appendices • Complete Discussion Board Assignment questions +3 detailed posts
<p>Week 12 Nov 2-8</p>	<p>Power Point Slides and Presentations</p>	<ul style="list-style-type: none"> • Power Point Slides and Video Presentations due Thursday Nov 5 11:59 pm • Detailed posts on feedback on 3 others’ Power Point slides and videos due Nov 8 1:59 pm NOTE: You must use your Power Point slides in your Video Presentation (requirement)

Week 13 Nov 9-15	Review for Exam	Chapters 18, 19, 20, 21 & 22 & Class Materials
Week 14 Nov 16-Nov 22		<ul style="list-style-type: none"> Complete the ENT Propensity and PsyCap Surveys (must take both at beginning and end of class to earn points)
THANKSGIVING BREAK Nov 25-27		Have Fun!
Week 15 TUESDAY, Dec. 1		EXAM 3 12:00pm-6:00pm Must enter by 4:30 pm

NOTE: ALL ASSIGNMENTS ARE DUE SUNDAY AT 11:59 PM OF EACH WEEK UNLESS OTHERWISE NOTED ON THE SYLLABUS. ALL EXAMS ARE SUNDAY 12:00 NOON-6:00 PM WITH ENTRY NO LATER THAN 4:30 PM EXCEPT THE 3RD EXAM THAT IS ON TUESDAY, DEC. 1 BECAUSE OF THANKSGIVING BREAK. NO EXTENSIONS OR CHANGES WITHOUT A WRITTEN MEDICAL EXCUSE AND PRIOR ARRANGEMENT.

***IF YOU ARE TAKING 2 OF THE FOLLOWING CLASSES AND HAVE AN EXAM ON THE SAME DAY, LET ME KNOW AND I WILL CHANGE ONE OF THE EXAM DATES FOR YOU: ENT/BUS 206, 300, 337, 338.**

Academic Integrity Policy:

Students are expected to know and abide by the Honor Code in all matters pertaining to this course. Violations of this code will be pursued in accordance with the code. The link to UNCG's academic integrity policy is:

https://bryan.uncg.edu/wp-content/uploads/2017/08/faculty_student_guidelines.pdf

Assignment Questions: All answers to questions must include a sentence or two with the page number of the textbook in references (example: p. 81). This includes videos of guest speakers. All assignment answers must include the information from the textbook for complete answers to earn full points and the three posts must be detailed.

Religious Observances:

1. The University allows for a limited number of excused absences each academic year for religious observances required by the faith of the student.
2. Students must notify the instructor of absences two weeks in advance of the date of the religious observance. Also, it is required that the nature of the religious observance is specified and the student's participation be confirmed in writing by an official of the religious organization.
3. When appropriate notice is given above as specified under point two above, the student will be granted at least two excused absences under this policy and will be allowed to make up

work and tests missed due to these specific absences. Any test or other assignment that a student would miss due to notice of a required religious observance, the student is required to complete the test or assignment in advance of the originally scheduled date of the test or assignment. Beyond the minimum terms and limits of this policy, the instructor maintains authority to establish and enforce the attendance policy for this course.

4. The requirement for students to make such requests for excused absences applies only to days when the University is holding class.

Accessibility Policy (Distance Learning)

<http://ods.uncg.edu/policies-procedures/distance-learning/>

Academic Recourses

<http://uncg.libguides.com/ent338>

Faculty and Student Guidelines:

Please familiarize yourself with the Bryan School's *Faculty and Student Guidelines*. These guidelines establish principles and expectations for the administration, faculty, staff, and students of the Bryan School of Business and Economics. The link for this document is:

http://bryan.uncg.edu/wp-content/uploads/2012/08/faculty_student_guidelines.pdf

Technical Support

If you have a different system than UNCG computer system, we suggest to change with a system which is compatible with UNCG's system. Also, when you have technical difficulties you have to report to 6-TECH for assignments and test taking.

<https://its.uncg.edu/services>

Links to Surveys

https://uncg.qualtrics.com/jfe/form/SV_c03o3IOra7jvBNX (Links to an external site.)

https://uncg.qualtrics.com/jfe/form/SV_8wb5BNRkGeWeAct (Links to an external site.)

Health and Wellness

Your health impacts your learning. Throughout your time in college, you may experience a range of health issues that can cause barriers to your learning. These might include physical ailments, illnesses, strained relationships, anxiety, high levels of stress, alcohol/drug problems, feeling down, or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may be experiencing. You can learn about the free, confidential mental health services available on campus by calling 336-334-5874, visiting the website at <https://shs.uncg.edu/> or visiting the Anna M. Gove Student Health Center at 107 Gray Drive. Help is always available.

Academic Accommodations

The University of North Carolina at Greensboro respects and welcomes students of all backgrounds and abilities. If you feel you will encounter any barriers to full participation in this course due to the impact of a disability, please contact the Office of Accessibility Resources and Services (OARS). The OARS staff can meet with you to discuss the barriers you are experiencing and explain the eligibility process for establishing academic accommodations. You can learn more about OARS by visiting their website at <https://ods.uncg.edu/> or by calling [336-334-544](tel:336-334-544) or visiting them in Suite 215, EUC.

As always, please contact us if there is anything we can do in Student Affairs to help you support our students. We share the goal of student success.

COVID-19 University Policy

As UNCG returns to face-to-face course offerings in fall 2020, the campus community must recognize and address concerns about physical and emotional safety. As such, all students, faculty, and staff are required to uphold UNCG's culture of care by actively engaging in behaviors that limit the spread of COVID-19. Such actions include, but are not limited to, the following:

- [Wearing a face covering that covers both nose and mouth](#)
- Observing [social distance](#) in the classroom
- Engaging in proper hand washing hygiene when possible
- [Self-monitoring for symptoms of COVID-19](#)
- Staying home if you are ill
- Complying with directions from health care providers or public health officials to quarantine or isolate if ill or exposed to someone who is ill.

Instructors will have seating charts for their classes. These are important for maintaining appropriate social distance during class and facilitating contact tracing should there be a confirmed case of COVID-19. Students must sit in their assigned seat at every class meeting and must not move furniture. Students should not eat or drink during class time.

A limited number of disposable masks will be available in classrooms for students who have forgotten theirs. Face coverings will also be available for purchase in the UNCG Campus Bookstore. Students who do not follow masking and social distancing requirements will be asked to put on a face covering or leave the classroom to retrieve one and only return when they follow these basic requirements to uphold standards of safety and care for the UNCG community. Once students have a face covering, they are permitted to re-enter a class already in progress. Repeated issues may result in conduct action. The course policies regarding attendance and academics remain in effect for partial or full absence from class due to lack of adherence with face covering and social distancing requirements.

For instances where the Office of Accessibility Resources and Services (OARS) has granted accommodations regarding wearing face coverings, students should contact their instructors to develop appropriate alternatives to class participation and/or activities as needed. Instructors or the student may also contact [OARS](#) (336.334.5440) who, in consultation with Student Health Services, will review requests for accommodations.

Health and well-being impact learning and academic success. Throughout your time in the university, you may experience a range of concerns that can cause barriers to your academic success. These might include illnesses, strained relationships, anxiety, high levels of stress, alcohol or drug problems, feeling down, or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may experience. You can learn about the free, confidential mental health services available on campus by calling [336-334-5874](tel:336-334-5874), visiting the website at <https://shs.uncg.edu/> or visiting the Anna M. Gove Student Health Center at 107 Gray Drive. For undergraduate or graduate students in recovery from alcohol and other drug addiction, The Spartan Recovery Program (SRP) offers recovery support services. You can learn more about recovery and recovery support services by visiting <https://shs.uncg.edu/srp> or reaching out to recovery@uncg.edu

COVID-19 Spartan Shield Video

UNCG Chancellor Frank Gilliam has challenged us to create a Culture of Care at UNCG where we all wear face coverings and social distance, less to protect ourselves but rather more to protect everyone around us. It shows that you care about the well being of everyone around you. We have created this video featuring your student body presidents to better explain how and why this is so important.

Please watch this video before the first day of classes.

<https://youtu.be/Mb58551qxEk>

By signing the statement, I acknowledge that I have read the syllabus with the due dates and will be prepared to complete all work, including exams, on the assigned due dates. Therefore, I will arrange my other activities (work, sports, etc.) around the exam time. If I forget to take the exam, it is a 0.

Sign and acknowledge