

University of North Carolina at Greensboro
Bryan School of Business and Economics
Department of MEHT
ENT/BUS/STH 338 Global Franchising
Fall 2022
Online

PROFESSOR INFORMATION:

Dianne H.B. Welsh, Ph.D.

Hayes Distinguished Professor of Entrepreneurship and Founder, Entrepreneurship Programs

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Office hours: 4:00pm-5:00pm (in Canvas Zoom) Friday or by appointment. Students must join the Zoom conference no later than 4:05 pm so I know that you're joining the meeting. If there are no participants by 4:15 pm, the Zoom will close. If you are unable to join in person, you can view the recordings for a limited amount of time in the cloud under Zoom in Canvas.

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; Sept. 11th 12:00pm-6:00pm, Oct. 2nd 12:00pm-6:00pm, and Nov. 27th from 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.** If you are in more than one of my classes with the same exam date (Nov 28), Please email me.

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 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.J., & Justis, R.T. (2008). *Franchising: An Entrepreneur's Guide, (4th ed.)* Mason, OH: Cengage Learning. ISBN: 978-0-759-36705-0.

Available in paperback specially bundled with only what we are using-UNCG Bookstore. YOU MUST HAVE THE TEXTBOOK WHEN CLASS STARTS TO NOT GET BEHIND.

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 (11 x 3 cases)
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

Midterm Grade:

All instructors are now required by UNCG to post a midterm grade for each student. In keeping with UNCG policy, I will post a midterm grade for you in UNCGenie by the end of the sixth week of the term (September 23rd). That grade will not appear on your transcript or in your GPA calculations. Instead, it is intended to help you and your academic advisor understand how you are doing in the course up to that point. If you review your midterm grade and find it to be lower than you hoped, I encourage you to talk to me so we can make a plan together for your success. The midterm grade will be calculated as total points the student earned so far as of September 12 divided by total points possible as of September 12 (date midterm grades open for instructors to enter). Extra credit points (if applicable) will be added in at the end of the semester and will not be included in the midterm grade.

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.

Starfish

As part of a strategy to support students, UNCG now requires faculty to send in student performance reports via Starfish in weeks 4, 7, and 12. Their intention is to offer students help, and not to single anyone out in particular. If you get an email from the University regarding any course, please take it as a sign of caring.

Calendar

DATE	TOPIC	ASSIGNMENTS
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<p>Week 1 (Aug 16-21)</p>	<p>Introduction to Global Franchising Class Overview, Introductions, In-Class Networking Ch. 1, 2</p> <p><i>America's Best and Worst Food Franchises / Top Franchises 2016</i> <i>Video – Introduction to Franchising – Building a Franchise – The SUBWAY Model</i></p>	<ol style="list-style-type: none"> 1- Complete the ENT Propensity and PsyCap surveys (must take at the beginning and end of class to earn points) 2- Read syllabus thoroughly 3- Read Ch. 1 & 2 4- Review Power Point Slides 5- Answers to the Discussion are due Thursday at 11:59pm 6- Posts for the Discussion are due Sunday at 11:59pm 7- Complete Extra Credit Practice Quizzes (Optional) 8- Discussion: <i>Introduce Yourself</i> is due August 21
<p>Week 2 (Aug 22-28)</p>	<p>The Franchise Business Plan & Market Process Ch. 3, 4, 5</p>	<ol style="list-style-type: none"> 1- Read Ch. 3, 4 & 5 2- Review Power Point Slides 3- Answers to the Discussion are due Thursday at 11:59pm 4- Posts for the Discussion are due Sunday at 11:59pm 5- Complete Extra Credit Practice Quizzes (Optional)
<p>Week 3 (Aug 29-Sep 4)</p>	<p>Running a Franchise Globally Ch. 8 & 9</p> <p>See Library Guide for the class.</p> <p>Review for Exam</p>	<ol style="list-style-type: none"> 1- Read Ch. 8 & 9 2- Review Power Point Slides 3- Answers to the Discussion are due Thursday at 11:59pm 4- Posts for the Discussion are due Sunday at 11:59pm 5- Complete Franchisor Business Model idea 6- Complete Extra Credit Practice Quizzes (Optional)

<p>Week 4 (Sept 5-11) Sept 5th Labor Day</p>	<p>GUEST SPEAKER: Gary Fly, Former Waffle House Franchisee, Marketing Consultant</p>	<ol style="list-style-type: none"> 1- Watch Guest Speaker Video 2- Answers to the Discussion are due Thursday at 11:59pm 3- Posts for the Discussion are due Sunday at 11:59pm 4- Complete Extra Credit Practice Quizzes (Optional) Ch. 1, 2, 3, 4, 5, 8, & 9 <p style="text-align: center;">EXAM 1 Sunday, Sept 11th 12:00pm-6:00pm Must enter by 4:30 pm</p>
<p>Week 5 (Sept 12-18)</p>	<p>Franchise Legal Documents, Protecting & Financing a Franchise Ch. 13 & 14</p> <p>Answer Questions at the end of the Case and Discuss on Discussion Board</p>	<ol style="list-style-type: none"> 1- Read Ch. 13 & 14 and the Case, “Franchise Relations in the Gulf Region: The Case of the Elegant Shoplifter” 2- Review Power Point Slides 3- Answers to the Discussion are due Thursday at 11:59pm 4- Posts for the Discussion are due Sunday at 11:59pm 5- Complete Extra Credit Practice Quizzes (Optional) 6- Complete Case Study Questions
<p>Week 6 (Sept 19-25)</p>	<p>Managing a Franchise Globally Ch. 15, 16, 17</p>	<ol style="list-style-type: none"> 1- Read Ch. 15, 16, & 17 2- Review Power Point Slides 3- Answers to the Discussion are due Thursday at 11:59pm 4- Posts for the Discussion are due Sunday at 11:59pm 5- Complete Extra Credit Practice Quizzes (Optional)
<p>Week 7 (Sept 26-Oct 2)</p>	<p>GUEST SPEAKER: Andy Strand, Subway Franchisee</p>	<ol style="list-style-type: none"> 1- Watch Guest Speaker Video 2- Answers to the Discussion are due Thursday at 11:59pm 3- Posts for the Discussion are due Sunday at 11:59pm 4- Complete Extra Credit Practice Quizzes (Optional) Ch. 13, 14, 15, 16 & 17 & Class Materials <p style="text-align: center;">EXAM 2 Sunday, Oct 2nd 12:00pm-6:00pm Must enter by 4:30 pm</p>

<p>Week 8 (Oct 3-6)</p>	<p>Marketing & Franchise Support, Social Responsibility in International and Domestic Markets Ch. 18, 19, & 20</p> <p>Answer Questions at the end of the Case and Discuss on Discussion Board</p>	<ol style="list-style-type: none"> 1- Read Ch. 18, 19, & 20 2- Review Power Point Slides 3- Read the Case, “Subs by Design”- Family Business Franchising 4- Answers to the Discussion are due Thursday at 11:59pm 5- Posts for the Discussion are due Sunday at 11:59pm 6- Complete Extra Credit Practice Quizzes (Optional) 7- Complete Case Study Questions
<p>(Oct 7-11)</p>	<p>FALL BREAK</p> <p>Oct. 7 Final drop date for the course without WF</p>	<p>Enjoy!</p>
<p>Week 9 (Oct 10-16)</p>	<p>Exercise: Answer Questions at the end of the Case and Discuss on Canvas</p> <p>GUEST SPEAKER: Mary Beth Ebert, owner, Friendly Pets</p> <p>Former Franchisee and now Independent Business Owner</p>	<ol style="list-style-type: none"> 1- Read the Case, “To Market, to Market” German Franchise Hotel Case 2- Watch Guest Speaker Video 3- Complete Case Study Questions
<p>Week 10 (Oct 17-23)</p>	<p>Business Ethics Differences Globally & International Franchising Ch. 21 & 22</p>	<ol style="list-style-type: none"> 1- Read Ch. 21 & 22 2- Review Power Point slides 3- Appendices to Business Model, Financials, Porter’s Five Forces, Competitive Analysis Grid, Appendix of Your Choice 4- Answers to the Discussion are due Thursday at 11:59pm 5- Posts for the Discussion are due Sunday at 11:59pm 6- Complete Extra Credit Practice Quizzes (Optional)
<p>Week 11 (Oct 24-30)</p>	<p>Franchise Business Model</p>	<ol style="list-style-type: none"> 1- Complete the Franchise Business Model with Appendices 2- Complete Extra Credit Practice Quizzes (Optional)

Week 12 (Oct 31-Nov 6)	Presentations with Power Point Slides	<ol style="list-style-type: none"> 1- Power Point Slides and Video Presentations due Thursday 2- Nov 3 11:59 pm 3- Detailed posts on feedback on 3 others' Power Point slides and videos due 4- Nov 6 11:59 pm NOTE: You must use your Power Point slides in your Video Presentation (requirement) 5- Answers to the Discussion are due Thursday at 11:59pm 6- Posts for the Discussion are due Sunday at 11:59pm
Week 13 (Nov 7-13)	Review for Exam	Chapters 18, 19, 20, 21 & 22 & Class Materials
Week 14 (Nov 14-20)		1- Complete the ENT Propensity and PsyCap Surveys (must take both at beginning and end of class to earn points)
Week 15 (Nov 27)		EXAM 3 Sunday, Nov. 27 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. NO EXTENSIONS OR CHANGES WITHOUT A WRITTEN MEDICAL EXCUSE AND PRIOR ARRANGEMENT. DO YOUR WORK INDIVIDUALLY. SHARING ANSWERS IS CONSIDERED A VIOLATION OF THE ACADEMIC INTEGRITY POLICY. THIS INCLUDES DISCUSSION ANSWERS.

***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, 337, and ENT/BUS/STH 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://drive.google.com/file/d/0B0rFGGhJvbDHUExSZmFFaWFmb00/view>

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 Observance and Class Attendance Policy

https://drive.google.com/file/d/0B3_J3Uix1B4UeTV4Nk1vVFJoVFE/view

Accessibility Policy (Distance Learning)

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

Library Guide for Class

<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:

<https://bryan.uncg.edu/wp-content/uploads/2017/08/Faculty-and-Student-Guidelines-2018-2019.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.

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

COVID Statement

As we return for Fall 2022, all students, faculty, and staff and all visitors to campus are required to uphold UNCG's culture of care by actively engaging in behaviors that limit the spread of COVID-19. While face-coverings are optional in most areas on campus, individuals are encouraged to wear masks. All individuals and visitors to campus are asked to follow the following actions:

- Engaging in proper hand-washing hygiene.
- Self-monitoring for symptoms of COVID-19.
- Staying home when 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.
- Completing a self-report when experiencing COVID-19 symptoms, testing positive for COVID-19, or being identified as a close contact of someone who has tested positive.
- Staying informed about the University's policies and announcements via the COVID-19 website.

Students who are ill, quarantining, or isolating should not attend in-person class meetings, but should instead contact their instructor(s) so alternative arrangements for learning and the submission of assignments can be made where possible.

As we continue to manage COVID-19 on our campus, we are following the lead of the local health department and we will adjust our plans to balance student success, instructional requirements, and the hallmarks of the collegiate experience with the safety and wellbeing of our campus community.