

Academic Global Immersion:  
International Data Analysis  
United Arab Emirates

MBA 6797-01 (2 units)  
Winter 2018 Semester Syllabus

**Class Meetings at USF**

Fri: Nov 3, Nov 17; Dec 1, 2017

Time: 6:00 – 8:00 PM

Classroom: 101 Howard, RM SFH 452

**Travel Schedule**

Depart to Dubai: Sat Jan 6, 2018

Arrive in Dubai: Sun Jan 7, 2018 [no later than 9:00 PM]

Depart from Dubai: Fri Jan 19, 2018

**Associate Professor Mouwafac Sidaoui**

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Office Hours: by Appointment

Office: 101 Howard Street, 5<sup>th</sup> Floor

## Course Description

This course includes a ten days visit to Abu Dhabi and Dubai in the United Arab Emirates (UAE) centered on onsite engagement with approximately 15 - 20 companies that are using big data to achieve a business advantage. This course is designed to enhance and extend the content in the business core "Quantitative Analysis" courses. We will use a combination of case studies and hands-on projects to give you experience in identifying opportunities for leveraging data to support, make, and implement decisions. We will also provide an overview of the key engineering tools used for working with big data, providing an introduction to some of the core projects used for both batch and real-time data processing.

Classes prior to the international departure include student prepared presentations on companies who use data to drive insight, in addition to country history, local customs, language cultural values, as well as on various political, socioeconomic and technological factors in the UAE. Furthermore, students will be prepared on business communication etiquette and communication style prior to departing from the USA. Faculty might also engage film presentations/discussion, guest speakers and other resources. Deliverables at the end of the course include a summary of project work focused on one or more companies and a final research paper designed to enrich discussion during the last class which will take a place several weeks after returning home. The course also includes an in-depth look at companies' profile that will be visited during the trip. The schedule is co-created between students and faculty, who draw from his extensive personal database of public, private, non-profit, education and government organizations operating in the UAE.

## Learning Objectives

This AGI will cultivate these components of global competency and improve each student's:

- Understanding of global companies' use of data analysis and its applicability to various Industries
- Critical Thinking and its place in quantitative analysis by framing the question(s) needed by the business, that will then drive the data requirements
- Understanding of the use of data by global executives to make sound business decisions for future growth
- Cross-cultural communication skills to work effectively in a different culture
- Understanding of the broad environmental dynamics and business trends that affect developing economies, including the challenges in diversifying a society and economy
- Ability to discuss the globalization of commerce and the challenges of operating in a global environment

## Required Books

- *Book: [Global Business Analytics Models: Concepts and Applications in Predictive, Healthcare, Supply Chain, and Finance Analytics](#) (FT Press Analytics) 1st Edition, by [Hokey Min](#) , ISBN: 10: 0134057600 • ISBN-13: 9780134057606*

*Description:* In *Global Business Analytics Models*, Hokey Min empowers managers to use today's analytical tools and techniques to gain reliable, actionable international business intelligence, and to solve many of the most urgent problems their global businesses face.

- *Book: My Vision - Challenges in the Race of Excellence*

*Author:* [Prince Mohammed Al Maktoum](#), Vice-President and Prime Minister of the United Arab Emirates and Ruler of Dubai

*Description:* This book presents the vision of His Highness the experience of development, which is based on excellence and move in the UAE and Dubai from their role as a regional economic, to play a role vital center of a global economic, with a focus on the sectors of professional services, tourism and economy of thought and knowledge, and creative human energy.

## Required Articles

- [Raising The Bar With Analytics](#), by David Kiron; Pamela Kirk Prentice; Renee Boucher Ferguson; MIT Sloan Management Review
- [UAE betting big on big data, as CIOs plan analytics investments](#), By [Robert Jones](#)
- [Is the Arab World Missing Out on Big Data Opportunities?](#), By Arab Business Review

## Required Clips

- Big Data Big Computing & The Oil Industry: Opportunities for Lebanon & The Arab World at American University of Beirut
  - <https://www.youtube.com/watch?v=5SZwwByLrz4>
  - <https://www.youtube.com/watch?v=W7Fn0uCT92k>

## Recommended Readings

- Article: [www.arabianmoney.net/category/banking-finance](http://www.arabianmoney.net/category/banking-finance)
- Book: [Don't They Know It's Friday?](#) by [Jeremy Williams](#)

*Description:* The book prepares its readers for many life-style changes. It addresses in particular the cross-cultural aspects of life affecting westerners and other nationalities in business with nationals in or from Kuwait, Saudi Arabia, Bahrain, Qatar, the UAE and Oman. It deals with the realities of Gulf business and outlines the stresses and strains which most visitors or expatriates will experience. Don't They Know it's Friday gives excellent guidance on proper behavior in the Arab world generally and in the Gulf particularly.

- Book: [Reputation Strategy in a Hyper-Connected World: Using Analytics to Drive Strategy and Increase Brand Equity in Global Markets](#), by [Chris Foster](#) , ISBN: 978-1-119-05249-4

*Description:* this book provides a clear blueprint for preparation, execution, and beyond. The discussion focuses on data-driven, evidence-based strategies for the modern digital economy, providing actionable frameworks, practical roadmaps, and step-by-step blueprints for deploying advance analytics, predictive modeling, and big data techniques to successfully manage communications and reputation. You'll learn how the right tools and people get the job done quickly, effectively, and cost-effectively, and how to identify and acquire the ones you need. Coverage includes the latest technology and cutting-edge applications, bringing you up to speed on what excellence in communications can realistically be.

## Class Attendance and Participation

Class attendance and participation are mandatory. Students are required to be prepared for each class and especially during the company visits in-country.

- Each student should be prepared for, and actively involved in, class discussions and company visits.
- Students are expected to contribute their ideas in solving the problems/issues presented in class or that might arise during the trip.
- Speaking just to get air-time without new value added is discouraged. However, raising issues that might not be fully shaped, questions or ideas that are new and not entirely clear is welcomed. You don't have to have "an answer" to participate.
- Students must attend all the classes and all the visits with exceptions made only for the most extenuating circumstances.

## Deliverables

There are multiple deliverables, separate from the protocol paperwork and documentation requirements [for example, insurance forms, bio statements, liability waivers – see postings online]. See descriptions of class sessions below for full listings.

### Pre- Departure at USF: Logistics

- Completing pre-trip arrangements/action items, as needed and assigned
- Fulfillment of day captain and other leadership/support responsibilities during the travel component
- Site visit/organization workflow
- Group research and presentation during the second class; PowerPoint and abstract **must** be related to your major with a focus on using data to extract insight.

### Pre- Departure at USF: Data Driven Group Project

- Students will work in teams of three on a data set provided by the instructor and/or company visit

- Each team will work on the data using technology learned in the Spreadsheet courses to develop a solution to the project
- Using tableau or PowerPoint, each group will present their solution to the instructor and a selected group of advisors
- The presentation should be no more than 20 minutes.
- More information will be provided by the instructor when the data set becomes available.

**In- Dubai: Executive Interview**

- Students will work in teams of three will interview a member from the data analytics department of one of the companies visited. Each student will discuss:
  - How is analytics used in your company
  - What methods and software do you use
  - How did you use analytics to solve a problem in your company
    - How did you approach it
    - What did you ultimately decide
    - What were the problems and issues
    - How would you change it

**Post- Departure at USF: Individual Paper**

Individual Research Business Paper must be seven to ten pages double space. This research paper is due on **Friday February 9, 2018**. This research paper **must** be a full analysis on one of the companies we visited in relation to your major. The paper shall include:

- A history of the company
- Company’s strategic
- Position in the emerging markets
- How the company introduced innovations and how they have coped with the economic downturn
- Challenges and opportunities that companies face while operating in global settings
- Analyze a company’s financial statements and perform ratio analysis in order to interpret its performance
- Review the company’s marketing strategy and how they use analytics to draw conclusions
- Quotations from the various speakers we meet
- Summary of the conducted interview
- Good overview of the innovation, technology and entrepreneurial management platform in the UAE

**Grades**

Grade weights: These weights can be adjusted under certain conditions if unforeseen opportunities emerge during the trip, for example, the opportunity to do relationship building with a local organization.

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|---|-----|
| • Deliverable: Pre- Departure at USF: Logistics                     | 20% |
| • Deliverable: Pre-Departure at USF: Data Driven Group Project      | 20% |
| • Deliverable: In-Dubai: Group Executive Interview                  | 10% |
| • Deliverable: Post-Departure at USF: Individual Paper (7-10 pages) | 20% |
| • Professional Conduct in the UAE                                   | 10% |
| • Student participation in meetings and activities                  | 10% |
| • Day Captain / Leadership Role                                     | 10% |

**Country Visa Entry**

- *US Citizen:* UAE requires a visa which can be obtained at no charge at the airport in Dubai.
- *Non-US Citizen:* UAE requires a visa which can be obtained while in the USA through the hotel in Dubai. The visa approximately costs \$120 USD to be paid when you apply for the visa.

**Country Specific Information**

United Arab Emirates <http://travel.state.gov/content/travel/en.html>

**Consultation**

I will be available to accommodate any student's need. I can be reached via email. I will be as flexible as possible. If you are having difficulties with either the assignments or other aspects of the course, it is important that we talk soon, so I can assist you.

**Keep in Mind**

Important Things to Keep in Mind:

- This course is a chance to build relationships that can last a lifetime, here and abroad. Take advantage of the opportunity.
- Every student is a representative of the university. Your behavior should reflect that.
- You have an obligation to help the trip be as successful as possible. You need to get as much as you can from the experience but in the final analysis it isn't about you. It's about "WE," not them and us.
- Be prepared to ask at least one thoughtful question, based on class discussions and readings, of each organization we visit. Showing interest and familiarity for someone's organization matters.
- The trip is a complex undertaking where coordination with several actors simultaneously is a necessity. More than usual, it is important to be on time – and prepared.
- Our hosts rarely make judgments about one group or subset of students. They tend to think more in patterns and generalities – USF students impress them as a whole team or do not. In the past most groups knocked the ball out of the ballpark – some students shining in one meeting and others starring in another. But there was never doubt about the quality of the whole team. The expectation is that you will knock the ball out of the ball park too, with happy consequences for both you and the University.
- Address everyone formally, Mr. Ms., Mrs., Sir, Dr. Professor, etc...

**Mobile Phones**

The recommendations below only work for GSM phones (ATT/Cingular and T-Mobile). If you want to avoid exorbitant roaming charges, for making or receiving phone calls from your mobile, you have several options:

- a) Sign up in an international plan with you US carrier, or
- b) Have your phone unlocked (ask your carrier) to use a SIM card locally in the UAE with some amount of pre-paid minutes \$30 US dollars equivalent). This will provide with a local number in the UAE. You will be able to receive calls free, but your family and friends will pay a higher rate since it is considered international calls.
- c) It is recommended to have an international text messaging package through your carrier in the USA to communicate with other students while you are in the UAE
  - i. *What's app* is the common app used in the UAE for chat only not for voice.

**Estimated Trip Cost**

The following costs are approximate based on minimum of 16 students:

- Airlines: \$1000 to \$1,200
- Hotel: \$1,300 [based on double occupancy for 10 nights]
- Program Fee: \$1250

**Academic Support Services**

The office provides assistance to students with disabilities and students experiencing academic difficulty. Academic Support Services encompasses Student Disability Services, Disability Related Services and the Learning Center. Orientation programs are also coordinated through this office. It is located in Gleeson Library, LL20, they can be reached at 415-422-6876 and <http://web.usfca.edu/sds>

**University of San Francisco Honor Code**

As a Jesuit institution committed to cura personalis- the care and education of the whole person- USF has an obligation to embody and foster the values of honesty and integrity. USF upholds the standards of honesty and integrity from all members of the academic community. All students are expected to know and adhere to the University's Honor Code. You can find the full text of the code online at [www.usfca.edu/fogcutter](http://www.usfca.edu/fogcutter).

**Student Disability Services**

Students needing extra time for exams or other accommodation must present a letter stating the accommodations required from the Student Disability Services office no later than 2 weeks prior to the exam date or date when consideration is required [www.usfca.edu/sds](http://www.usfca.edu/sds)

Sample Schedule

Time / Day	Sat Jan 06	Sun Jan 07	Mon Jan 08	Tue Jan 09	Wed Jan 10	Thu Jan 11	Thu Jan 11	Fri Jan 12	Sat Jan 13	Sun Jan 14	Mon Jan 15	Tue Jan 16	Wed Jan 17	Thu Jan 18		
<b>Student Day Captains &amp; Bloggers</b>																
8:00AM - 9:00AM	Travel: SF/Home to Dubai	Travel: SF/Home to Dubai	Breakfast	Breakfast	Breakfast			Brunch	Breakfast	Breakfast Prep Talk &	Breakfast	Breakfast		Emirates Airlines Travelers shall Depart the Hotel at 6:00 AM		
9:00AM - 10:00AM			Breakfast	Prep Talk & Commute (9:00 in Lobby)	Prep Talk and Commute to Abu Dhabi (9:00 in Lobby)			Brunch	Prep Talk & Commute (9:30 in Lobby)	Emirates National Oil Company Limited (ENOC)	Emirates Airlines Academy	Prep Talk & Commute (9:00 in Lobby)	Prep Talk & Commute (9:30 in Lobby)		Emirates Airlines Travelers shall Depart the Hotel at 6:00 AM	
10:00AM - 11:00AM			Prep Talk & Commute	Med Push						Wild Wadi (Water Park)			Pepsi Cola / Dubai Refreshments	Dubai FDI	B.I.G, Banawi Industrial Group	Emirates Airlines Travelers shall Depart the Hotel at 6:00 AM
11:00AM - 12:00PM				Dubai Chamber of Commerce & American Business Council		NMC	3:30 - 5:00 Giesecke & Devrient	Personal Time		Global Village	Lunch and Bus Commute	Lunch and Bus Commute	Lunch and Bus Commute	Lunch and Bus Commute	Lunch and Bus Commute	Plane Departs Dubai 8:50 AM
12:00PM - 1:00PM					Bus Commute	12:30 - 2:00 Mondelez International	Lunch and Bus Commute			Dubai Mall	Boeing	Emirates Technical Lab	Careem	Dubai Future Accelerator	Grameen Jameel, International Humanitarian City	Plane Departs Dubai 8:50 AM
1:00PM - 2:00PM					Bus Commute					Dragon Mall	Bus Commute & class daily debrief	Bus Commute	Bus Commute	Bus Commute & class daily debrief	Bus Commute & class daily debrief	Students Return to SFO
2:00PM - 3:00PM					1:30 - 3:30 PM The Arab Culturalist	Lunch and Bus Commute	Sheik Zayed Grand Mosque	Emirates Towers	Prep Talk (2:30 in the hotel lobby)							Students Return to SFO
3:00PM - 4:00PM						The Portsmouth Group										Students Return to SFO
4:00PM - 5:00PM					Dubai Museum		Bus Commute		Desert Safari							Students Return to SFO
5:00PM - 6:00PM					Bus Commute & class daily debrief	Bus Commute & class daily debrief	Visit with H.H. Prince Al Nahyan		Cultural Activities	Beach		Bus Commute & class daily debrief	Burj AL Arab	Bus Commute & class daily debrief	Bus Commute & class daily debrief	Students Return to SFO
6:00PM - 7:00PM							Bus Commute from Abu Dhabi & class daily debrief							Bus Commute & class daily debrief	Personal Time	Students Return to SFO
7:00PM - 8:00PM				Emirates Airlines Arrives												Students Return to SFO
8:00PM - 9:00PM				Hotel Check-in					Bus Commute							Students Return to SFO
9:00PM - 10:00 PM				Welcome AGI on-boarding meeting & Dinner										Burj Khalifa		Students Return to SFO
10:00PM - 11:00 PM														Cultural Activities		Students Return to SFO

## Tentative Schedule

Date	Industries and Companies	Location
Fri, Nov 3, 2017	<ul style="list-style-type: none"> <li>• Course, Students and Faculty introductions</li> <li>• Introduction to the UAE, Business, Education, Culture and Religion</li> <li>• Group Research Paper Assignment</li> <li>• UAE Colonization for almost 150 years</li> <li>• UAE federation since 1971</li> <li>• How the Dubai Chamber of Commerce uses data to diversify their portfolio</li> <li>• Developing analytic thinking, and operationalizing Big Data in global environments</li> <li>• Discussion and Exercises from Global Business Analytics Models: Concepts and Applications book:               <ul style="list-style-type: none"> <li>▪ Operationalizing Big Data from Global Perspectives</li> <li>▪ Capitalizing on Business Analytics for Building a Winning Global Strategy</li> <li>▪ Global Market Basket Analysis</li> <li>▪ Understanding the Voice of Overseas Customers</li> </ul> </li> </ul>	SFH XXX
Fri, Nov 17, 2017	<ul style="list-style-type: none"> <li>• Looking at data visualization to understand global economic stability and open investment</li> <li>• <a href="#">Raising The Bar With Analytics</a>, by David Kiron; Pamela Kirk Prentice; Renee Boucher Ferguson; MIT Sloan Management Review</li> <li>• Discussion and Exercises from Global Business Analytics Models: Concepts and Applications book:               <ul style="list-style-type: none"> <li>▪ Foreign Market Scenario Planning</li> <li>▪ Financing Global Business Operations through Capital Management</li> <li>▪ Global Sales and Promotion Analytics</li> </ul> </li> <li>• UAE Past, Present and Future in the World Economy</li> <li>• UAE: Population, GDP, Inflation, Business</li> <li>• Clean energy and energy efficiency</li> <li>• STUDENTS: present 10 Arabic phrases</li> <li>• Group Research Presentation</li> <li>• Capitalizing on business analytics to build a winning global strategy</li> </ul>	SFH XXX
Fri, Dec 01, 2017	<ul style="list-style-type: none"> <li>• Discussion and Exercises from Global Business Analytics Models: Concepts and Applications book:               <ul style="list-style-type: none"> <li>▪ Global Sourcing Analytics</li> <li>▪ Contract Manufacturing Analytics</li> <li>▪ Integrating Functional Analytics into Global Supply Chain Management</li> </ul> </li> <li>• Group Presentation: Data Driven Group Project</li> <li>• The role of Emirati women in the UAE</li> <li>• Islamic hospitality in the UAE</li> <li>• Islamic Finance and Sharia'a Law, reviewing historical data to minimize risk</li> <li>• Global Business Challenges and Opportunities</li> <li>• Travels Logistics:               <ul style="list-style-type: none"> <li>• Travel and Company Visits Itinerary</li> <li>• Dress code and custom</li> <li>• USF Insurance Requirements</li> <li>• International Travel Logistics</li> <li>• Networking etiquette during company visits</li> </ul> </li> </ul>	SFH

Date	Industries and Companies	Location
	<ul style="list-style-type: none"> <li>Students leadership role</li> <li>Employment networking opportunities</li> <li>Overcoming cultural and technical differences that complicate the use of analytics in global firms</li> </ul>	
Sat, Jan 06, 2018	Depart SFO to Dubai	San Francisco to Dubai
Sun, Jan 07, 2018	Arrival Logistics: <ul style="list-style-type: none"> <li>Arrive in Dubai</li> <li>Check in at the Hotel</li> <li>Group meeting go over the trip logistics</li> </ul>	Dubai
Mon, Jan 08, 2018	Introduction to International Business in the UAE: <ul style="list-style-type: none"> <li>Sheikh Mohammed Centre for Cultural Understanding: SMCCU</li> <li>Dubai Grand Gold Souk; first souk before the federation</li> <li>Dubai Historic Museum</li> </ul>	Dubai
Tue, Jan 09, 2018	Luxury Hospitality: VP of Sales, VP of HR, VP of Marketing and Business Analysis <ul style="list-style-type: none"> <li>Jumeira Group Hotels</li> <li>Burj Al Arab</li> </ul>	Dubai
Wed, Jan 10, 2018	Commerce & Government <ul style="list-style-type: none"> <li>Dubai Chamber of Commerce</li> <li>Higher Colleges of Technology</li> </ul>	Dubai
Thu, Jan 11, 2018	Government, Education and Religious Institution <ul style="list-style-type: none"> <li>Grand Mosque of Sheik Zayed: first ruler of the UAE</li> <li>H.H. Nahyan bin Mubarak Al Nahyan, Chancellor of all federal universities and the Minister of Culture, Youth, and Social Development</li> </ul>	Abu Dhabi
Fri, Jan 12, 2018	Cultural Activities <ul style="list-style-type: none"> <li>Desert Safari</li> </ul>	Sharjah
Sat, Jan 13, 2018	Business Research and Analysis <ul style="list-style-type: none"> <li>Centre of Excellence for Applied Research and Training</li> </ul>	
Sun, Jan 14, 2018	Aviation: Marketing Analysis and Communication <ul style="list-style-type: none"> <li>Boeing</li> <li>Emirates Airlines</li> </ul>	Dubai: Airport Free Zone
Mon, Jan 15, 2018	Entrepreneurship & Innovation and Business Insight <ul style="list-style-type: none"> <li>Mindshare Dubai</li> <li>Silicon Dubai Oasis</li> <li>Group Data Analysis Exercise</li> </ul>	Dubai Internet City
Tue, Jan 16, 2018	Oil and Transportation <ul style="list-style-type: none"> <li>Emirates National Oil Company [ENOC]</li> <li>Emirates General Petroleum Corporation [EMARAT]</li> </ul>	Dubai Media City
Wed, Jan 17, 2018	Finance Analysis <ul style="list-style-type: none"> <li>Dubai International Financial Centre</li> <li>Dubai World Trade Center</li> </ul> Group Project Discussion <ul style="list-style-type: none"> <li>AGI Reflection Discussion</li> </ul>	
Thu, Jan 18, 2018	Depart Dubai Arrive San Francisco	Dubai to San Francisco
Fri, Feb 09, 2018	Individual Research Paper Due	San Francisco