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  
sidaoui@usfca.edu | 415 515 9869 (M)  
Office Hours: by Appointment  
Office: 101 Howard Street, 5th Floor

Department of Business Analytics and Information Systems
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


  **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=5SZww8yLrz4
  - https://www.youtube.com/watch?v=W7fn0UCT92k

Recommended Readings

- Article: 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.


**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.

- 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. Your 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.

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
<table>
<thead>
<tr>
<th>Time / Day</th>
<th>Sat Jan 06</th>
<th>Sun Jan 07</th>
<th>Mon Jan 08</th>
<th>Tue Jan 09</th>
<th>Wed Jan 10</th>
<th>Thu Jan 11</th>
<th>Thu Jan 11</th>
<th>Fri Jan 12</th>
<th>Sat Jan 13</th>
<th>Sun Jan 14</th>
<th>Mon Jan 15</th>
<th>Tue Jan 16</th>
<th>Wed Jan 17</th>
<th>Thu Jan 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00AM - 9:00AM</td>
<td>Breakfast</td>
<td>Breakfast</td>
<td>Breakfast</td>
<td>Brunch</td>
<td>Brunch</td>
<td>Breakfast</td>
<td>Breakfast</td>
<td>Breakfast</td>
<td>Breakfast</td>
<td>Breakfast</td>
<td>Breakfast</td>
<td>Breakfast</td>
<td>Breakfast</td>
<td>Breakfast</td>
</tr>
<tr>
<td>9:00AM - 10:00AM</td>
<td>Prep Talk &amp; Commute (9:00 in Lobby)</td>
<td>Med Push</td>
<td>Prep Talk and Commute to Abu Dhabi (9:00 in Lobby)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:00AM - 11:00AM</td>
<td>Dubai Chamber of Commerce &amp; American Business Council</td>
<td>NMC</td>
<td>3:30 - 5:00 Giesecke &amp; Devrient</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11:00AM - 12:00PM</td>
<td>Dubai Chamber of Commerce &amp; American Business Council</td>
<td>The Portsmouth Group</td>
<td>Sheik Zayed Grand Mosque</td>
<td>Emirates Towers</td>
<td>Prep Talk (2:30 in the hotel lobby)</td>
<td>Bus Commute</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12:00PM - 1:00PM</td>
<td>Bus Commute</td>
<td>Lunch and Bus Commute</td>
<td>Lunch and Bus Commute</td>
<td>Personal Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1:00PM - 2:00PM</td>
<td>Dubai Museum</td>
<td>Dubai Mall &amp; class daily debrief</td>
<td>Desert Safari</td>
<td>Beach</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2:00PM - 3:00PM</td>
<td>Dubai Museum</td>
<td>Dubai Mall &amp; class daily debrief</td>
<td>Desert Safari</td>
<td>Beach</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3:00PM - 4:00PM</td>
<td>Dubai Museum</td>
<td>Dubai Mall &amp; class daily debrief</td>
<td>Desert Safari</td>
<td>Beach</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4:00PM - 5:00PM</td>
<td>Dubai Museum</td>
<td>Dubai Mall &amp; class daily debrief</td>
<td>Desert Safari</td>
<td>Beach</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5:00PM - 6:00PM</td>
<td>Dubai Museum</td>
<td>Dubai Mall &amp; class daily debrief</td>
<td>Desert Safari</td>
<td>Beach</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6:00PM - 7:00PM</td>
<td>Dubai Museum</td>
<td>Dubai Mall &amp; class daily debrief</td>
<td>Desert Safari</td>
<td>Beach</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7:00PM - 8:00PM</td>
<td>Emirates Airlines Arrives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8:00PM - 9:00PM</td>
<td>Welcome AGI on-boarding meeting &amp; Dinner</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9:00PM - 10:00PM</td>
<td>Welcome AGI on-boarding meeting &amp; Dinner</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:00PM - 11:00PM</td>
<td>Welcome AGI on-boarding meeting &amp; Dinner</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Schedule includes Breakfast, Lunch, Bus Commute, and Personal Time activities. Details are subject to change.
## Tentative Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Industries and Companies</th>
<th>Location</th>
</tr>
</thead>
</table>
| Fri, Nov 3, 2017 | • Course, Students and Faculty introductions  
                  • Introduction to the UAE, Business, Education, Culture and Religion  
                  • Group Research Paper Assignment  
                  • UAE Colonization for almost 150 years  
                  • UAE federation since 1971  
                  • How the Dubai Chamber of Commerce uses data to diversify their portfolio  
                  • Developing analytic thinking, and operationalizing Big Data in global environments  
                  • Discussion and Exercises from Global Business Analytics Models: Concepts and Applications book:  
                      ▪ Operationalizing Big Data from Global Perspectives  
                      ▪ Capitalizing on Business Analytics for Building a Winning Global Strategy  
                      ▪ Global Market Basket Analysis  
                      ▪ Understanding the Voice of Overseas Customers  | SFH XXX  |
| Fri, Nov 17, 2017| • Looking at data visualization to understand global economic stability and open investment  
                  • *Raising The Bar With Analytics*, by David Kiron; Pamela Kirk Prentice; Renee Boucher Ferguson; MIT Sloan Management Review  
                  • Discussion and Exercises from Global Business Analytics Models: Concepts and Applications book:  
                      ▪ Foreign Market Scenario Planning  
                      ▪ Financing Global Business Operations through Capital Management  
                      ▪ Global Sales and Promotion Analytics  
                  • UAE Past, Present and Future in the World Economy  
                  • UAE: Population, GDP, Inflation, Business  
                  • Clean energy and energy efficiency  
                  • STUDENTS: present 10 Arabic phrases  
                  • Group Research Presentation  
                  • Capitalizing on business analytics to build a winning global strategy | SFH XXX  |
| Fri, Dec 01, 2017 | • Discussion and Exercises from Global Business Analytics Models: Concepts and Applications book:  
                      ▪ Global Sourcing Analytics  
                      ▪ Contract Manufacturing Analytics  
                      ▪ Integrating Functional Analytics into Global Supply Chain Management  
                  • Group Presentation: Data Driven Group Project  
                  • The role of Emirati women in the UAE  
                  • Islamic hospitality in the UAE  
                  • Islamic Finance and Sharia’a Law, reviewing historical data to minimize risk  
                  • Global Business Challenges and Opportunities  
                  • Travels Logistics:  
                      ▪ Travel and Company Visits Itinerary  
                      ▪ Dress code and custom  
                      ▪ USF Insurance Requirements  
                      ▪ International Travel Logistics  
                      ▪ Networking etiquette during company visits | SFH  |
<table>
<thead>
<tr>
<th>Date</th>
<th>Industries and Companies</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sat, Jan 06, 2018</td>
<td>Depart SFO to Dubai</td>
<td>San Francisco to Dubai</td>
</tr>
<tr>
<td>Sun, Jan 07, 2018</td>
<td>Arrival Logistics:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Arrive in Dubai</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Check in at the Hotel</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Group meeting go over the trip logistics</td>
<td></td>
</tr>
<tr>
<td>Mon, Jan 08, 2018</td>
<td>Introduction to International Business in the UAE:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Sheikh Mohammed Centre for Cultural Understanding: SMCCU</td>
<td>Dubai</td>
</tr>
<tr>
<td></td>
<td>- Dubai Grand Gold Souk; first souk before the federation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Dubai Historic Museum</td>
<td></td>
</tr>
<tr>
<td>Tue, Jan 09, 2018</td>
<td>Luxury Hospitality: VP of Sales, VP of HR, VP of Marketing and Business Analysis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Jumeira Group Hotels</td>
<td>Dubai</td>
</tr>
<tr>
<td></td>
<td>- Burj Al Arab</td>
<td></td>
</tr>
<tr>
<td>Wed, Jan 10, 2018</td>
<td>Commerce &amp; Government</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Dubai Chamber of Commerce</td>
<td>Dubai</td>
</tr>
<tr>
<td></td>
<td>- Higher Colleges of Technology</td>
<td></td>
</tr>
<tr>
<td>Thu, Jan 11, 2018</td>
<td>Government, Education and Religious Institution</td>
<td>Abu Dhabi</td>
</tr>
<tr>
<td></td>
<td>- Grand Mosque of Sheik Zayed: first ruler of the UAE</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- H.H. Nahyan bin Mubarak Al Nahyan, Chancellor of all federal universities and the Minister of Culture, Youth, and Social Development</td>
<td></td>
</tr>
<tr>
<td>Fri, Jan 12, 2018</td>
<td>Cultural Activities</td>
<td>Sharjah</td>
</tr>
<tr>
<td></td>
<td>- Desert Safari</td>
<td></td>
</tr>
<tr>
<td>Sat, Jan 13, 2018</td>
<td>Business Research and Analysis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Centre of Excellence for Applied Research and Training</td>
<td></td>
</tr>
<tr>
<td>Sun, Jan 14, 2018</td>
<td>Aviation: Marketing Analysis and Communication</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Boeing</td>
<td>Dubai: Airport Free Zone</td>
</tr>
<tr>
<td></td>
<td>- Emirates Airlines</td>
<td></td>
</tr>
<tr>
<td>Mon, Jan 15, 2018</td>
<td>Entrepreneurship &amp; Innovation and Business Insight</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Mindshare Dubai</td>
<td>Dubai Internet City</td>
</tr>
<tr>
<td></td>
<td>- Silicon Dubai Oasis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Group Data Analysis Exercise</td>
<td></td>
</tr>
<tr>
<td>Tue, Jan 16, 2018</td>
<td>Oil and Transportation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Emirates National Oil Company [ENOC]</td>
<td>Dubai Media City</td>
</tr>
<tr>
<td></td>
<td>- Emirates General Petroleum Corporation [EMARAT]</td>
<td></td>
</tr>
<tr>
<td>Wed, Jan 17, 2018</td>
<td>Finance Analysis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Dubai International Financial Centre</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Dubai World Trade Center</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Group Project Discussion</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- AGI Reflection Discussion</td>
<td></td>
</tr>
<tr>
<td>Thu, Jan 18, 2018</td>
<td>Depart Dubai</td>
<td>Dubai to San Francisco</td>
</tr>
<tr>
<td></td>
<td>Arrive San Francisco</td>
<td></td>
</tr>
<tr>
<td>Fri, Feb 09, 2018</td>
<td>Individual Research Paper Due</td>
<td>San Francisco</td>
</tr>
</tbody>
</table>