ABOUT THE INSTRUCTOR

Dr. Seemantini Pathak was born and raised in India, but has lived in the United States for over 15 years now. She has a B.E. in Chemical Engineering from the M.S. University of Baroda, a PGDM in International Business from the S.P. Jain Institute of Management and Research and a Ph.D. in Business Administration from Arizona State University. Before receiving her Ph.D., she worked as a consultant at India’s largest management consulting firm, and advised many foreign companies during the start of the economic liberalization period in India.

In addition to international management, she researches corporate governance and corporate strategy. Her research has been published in top management journals such as the Academy of Management Review, the Strategic Management Journal and the Journal of International Business Studies.

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Office Phone: (314) 516-6137  
Virtual Office Hours: Monday 12:00pm-3:00pm via Blackboard IM, phone, and Skype (seemantini.pathak) and by appointment  
Webpage: http://www.umsl.edu/divisions/business/About%20the%20College/Faculty/Management%20%20/pathak.html

OVERVIEW AND OBJECTIVES

Welcome to this online course on International Management! We live in an increasingly globalized world, where managing effectively across national borders and cultural differences is crucial to career success and economic prosperity. More and more companies earn a large portion of their revenues from international operations, and employees of all levels and in all jobs often work and interact with people from different nations and cultures. Even companies that are not heavily internationalized can expect to be impacted by events occurring in several different parts of the world. The purpose of this course is to allow you to develop an understanding and appreciation of working and managing in a global business environment.

To achieve this objective, we will use two primary frameworks – the Institution-Based View, which examines a firm’s environmental context, and the Resource-Based View, which
studies the firm’s capabilities. Using these frameworks, we will understand what determines the international success and failure of firms. Additionally, we will examine strategies required in emerging and transition economies, and the different ways in which international firms adapt to local practices across the world. Throughout the course, we will use examples and current events that apply the concepts we learn to happenings in the real world.

We will use a number of learning methods during this course – readings and online media, online lectures, virtual discussions, virtual team presentations, report writing, and open-book quizzes.

**COURSE MATERIALS**


**Time Requirements:**
If this course were offered on campus, you’d be in class 2.5 hours/week plus travel time. The online version is no different in terms of expectations for your involvement. This is an active and intensive online course that requires 3 hours of your time each week in addition to the time it takes you to read the required materials, watch the videos, and complete the assignments. That means that you need to plan to spend a minimum of **6 hours every week** (up to 9-10 hours a week) on activities related to this course. If you are worried about your preparedness, consider taking the Online Readiness Survey to help decide if an online course is right for you.

**Technology Requirements:**
As a student in an online course, you are expected to have reliable internet access almost every day. If you have computing problems, it is your responsibility to address these or to use campus computing labs. Problems with your computer or other technology issues are not an excuse for delays in meeting expectations and missed deadlines for the course. If you have a problem, get help in solving it immediately. At a minimum, you will need the following software/hardware to participate in this course:

1. Computer with an updated operating system (e.g. Windows, Mac, Linux)
3. Ability to navigate [MyGateway](https://mygateway.cengage.com) (Blackboard Learning Management System)
4. Minimum Processor Speed of 1 GHz or higher recommended.
5. DSL or Cable Internet connection or a connection speed no less than 6 Mbps.
6. Media player such as [VLC Media Player](https://www.videolan.org/vlc/).
8. Adobe Reader or alternative PDF reader (free):  
   http://get.adobe.com/reader/?promoid=HRZAC  
11. A webcam and/or microphone is highly recommended.

Technical Support
My Gateway (Blackboard): If you have problems logging into your online course, or an issue within the course site, please contact the Technology Support Center:  
   o Phone: (314) 516-6034  
   o Email: helpdesk@umsl.edu  
   o Web: http://www.umsl.edu/technology/tsc/

If you are having difficulty with a technology tool in MyGateway (e.g., voicethread.) visit the Online Course Orientation in your MyGateway course list. The orientation has overviews of each tool and tutorials on how to use them.

Blackboard Collaborate: If you have any questions regarding Collaborate, contact the Faculty Resource Center:  
   o Phone: (314) 516-6704  
   o Email: frc@umsl.edu  
   o Web: http://www.umsl.edu/technology/frc/

Outside normal office hours, you may also contact Collaborate for 24/7 assistance:  
   o Phone: (877) 382-2293  
   o Chat: http://support.blackboardcollaborate.com

VoiceThread  
   o Online Form: https://voicethread.com/support/contact/  
   o Web: https://voicethread.com/support/howto/Basics/

If this is your first online course, it is recommended that you complete the Online Course Orientation listed in your MyGateway course list. If you’ve already completed the orientation, you do not have to retake it but you can refer to it for helpful videos and tutorials about the technologies used in this course.

STUDENT SERVICES
Access, Disability and Communication
Students who have a health condition or disability, which may require accommodations, should contact the Disability Access Services Office. Information about your disability is confidential.
   ▪ 144 Millennium Student Center
The Online Writing Center: Students can send their papers to tutors, who will read them and send them back with suggestions.
  - Visit the online Writing Lab page on MyGateway to submit drafts online.
  - We try to respond within 48 hours, but it may take longer, so allow ample time.

NetTutor: Online tutoring in many subjects is now available through NetTutor. In your courses on MyGateway, click on Tools and select NetTutor® to log in.

EVALUATION CRITERIA

GRADING
Your final grade will be determined as follows:
- Quizzes (6 quizzes x 5%): 30%
- Team Project (report + presentation) – part 1: 20%
- Team Project (report + presentation) – part 2: 20%
- Team Project Membership: 6%
- Discussions (8 discussions x 3%): 24%

Quizzes (Individual grading)
The quizzes will contain short essay, multiple choice, match-the-following, and / or fill-in-the-blank questions covering lectures, discussions, readings, and presentations. There will be six quizzes throughout the semester (each worth 5% of your semester grade).

Team Project (Group grading)
For your semester project, you will work in groups of around 5-7 each. Pick a country and a multinational (or smaller international) company and analyze them based on the institution-based and resource-based views. Outputs for each part of this project are a paper and a presentation. The project document will contain details of the group project. Of the 20% for each part of the project, the written report is worth 14%, and the presentation counts for 6%.

Team Project Membership (Individual grading)
At the end of the semester, you will evaluate each of your group members and provide feedback upon their performance throughout the semester. I will assign a grade (6% of your semester grade) this peer evaluation.

Discussion Board Participation:
Each student will post once and comment twice for each of the eight discussion threads on the Discussion Board (24% of your semester grade). Please use the Discussion Board with serious attention and thought. You will be held to the highest standards of spelling, grammar, high-quality ideas, and respect for others. You must POST ONCE and COMMENT TWICE in order to
receive a grade. There is no partial credit. Here are some guidelines about discussion board participation:

- Postings should be a minimum of three sentences, or one short paragraph, and a maximum of two paragraphs.
- Responses should be well written with proper punctuation, spelling and grammar.
- Avoid short one-word postings, for instance, “I agree,” unless accompanied by supporting statements from the readings or prior knowledge (work and life experience).
- Stay focused on the topic.
- Ask questions; challenge other postings that lack supporting evidence or present incorrect information. But do so respectfully.
- Encourage further discussion by building on current threads.
- Check your postings for responses from others and respond in kind.

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Students at the University of Missouri-St. Louis are expected to exhibit the highest standards of academic integrity. An act of academic dishonesty is an offense against the university. For that reason, university rules prescribe disciplinary consequences for academic dishonesty administered by the Office of Academic Affairs, as well as academic consequences assessed by the faculty member. When in doubt about plagiarism, paraphrasing, or collaboration, please consult me or review the Student Conduct Code: STUDENT CONDUCT CODE

**Grading System**

Grading for this class will follow a plus / minus grading system, as below:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Grade Score</th>
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<tbody>
<tr>
<td>A</td>
<td>93% to 100%</td>
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<tr>
<td>A-</td>
<td>90% to 92.9%</td>
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<tr>
<td>B+</td>
<td>87% to 89.9%</td>
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<tr>
<td>B</td>
<td>83% to 86.9%</td>
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<tr>
<td>B-</td>
<td>80% to 82.9%</td>
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<tr>
<td>C+</td>
<td>75% to 79.9%</td>
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<tr>
<td>C-</td>
<td>70% to 74.9%</td>
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<tr>
<td>D</td>
<td>60% to 69.9%</td>
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<tr>
<td>E</td>
<td>0 to 59.9%</td>
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</tbody>
</table>

**Extra Credit**

I may offer extra questions during some quizzes to account for extra credit.

**OTHER IMPORTANT ISSUES**

1. Your success in this course is important to me. When I believe that the programs offered by Student Retention Services (SRS) will help you academically, I will send a referral via
MyConnect, the campus Academic Alert System. The SRS offers assistance tailored to specific instructional needs.

2. Submitted work must be typed and double-spaced, and adhere to APA or MLA style. Please note that I will grade your work not only on content, but also for composition and grammar. Be sure to check your essays with spellcheck and by using Turnitin, and revise them when necessary, before submitting. Enroll in Turnitin online in MyGateway or stop by the Writing Center (222 SSB).

3. Students are responsible for being attentive to and observant of campus policies about academic honesty as stated in the University’s Student Conduct Code (p. 60): http://www.umsl.edu/~studentplanner/index.html

4. Please do not plagiarize. Material that you are graded for should be original. You can draw on other material, but please (a) cite such material and (b) ensure that most of your contribution does not consist of copying and pasting such material. Penalty for plagiarism may range from zero points on that particular assignment or exam to the most severe administrative action provided for by the University.
   a. Plagiarism is the use of another person’s words or ideas without crediting that person. Plagiarism and cheating will not be tolerated and may lead to failure on an assignment, in the class, and dismissal from the University. View this campus policy here:
      http://www.umsl.edu/services/academic/policy/academic-dishonesty.html
   b. To avoid accusations of academic dishonesty, please submit all written work to the Turnitin system before finalizing what you submit for evaluation. Check information about The Writing Center @UMSL that is linked to MyGateway Home.

5. Your success in this course will heavily depend on your ability to communicate, engage and participate in all course activities. Successful completion of this course requires that a student keep up with all assignments, coursework and discussions. Timely participation in online discussions is a very important part of this course and participation in these discussions, and other activities as assigned, is not optional. You are expected to prepare and post to discussions in a timely manner consistent with the requirements contained within the course syllabus.

6. Mandatory Reporting: Under Title IX, all UMSL faculty, staff, and administrators (with limited exception) are obligated to report any incidents of sexual harassment, sexual misconduct, sexual assault, or gender discrimination to the Student Affairs office and/or other University officials. This ensures that all parties are protected from further abuses and that victim(s) are supported by trained counselors and professionals. Note: There are several offices at UMSL (e.g., Counseling Services, Health Services, Community Psychological Service, Center for Trauma Recovery, and Student Social Services) whose staff are exempt from Title IX mandated reporting, when the information is learned in the course of a confidential communication.

7. I reserve the right to make changes in the course syllabus, timetable, and format.
**Tentative Course Schedule**

*(all assignment deadlines are Wednesdays @ 11:00pm)*

<table>
<thead>
<tr>
<th>Dates</th>
<th>Module/Topic</th>
<th>Reading(s) / Media Assignments</th>
<th>Team Project Dates</th>
<th>Discussions</th>
<th>Learning Assessment</th>
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<tbody>
<tr>
<td>Jan 19 – Jan 27</td>
<td>see START HERE folder in MyGateway</td>
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<td>Discussion Board participation due January 27th</td>
<td>“Share your international experience” due January 27th</td>
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<tr>
<td>Jan 21 - Feb 3</td>
<td>MODULE 1 Implications of Globalization</td>
<td>Chapter 1 of Global 3 (Peng) + Additional media posted</td>
<td>Team Memberships will be assigned by Feb 3</td>
<td>Discussion 1 due Jan 27</td>
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<td>Discussion 2 due Feb 3</td>
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<td>Feb 4 - Feb 17</td>
<td>MODULE 2 Formal Institutions: Policies, Law &amp; Economics</td>
<td>Chapter 2 of Global 3 (Peng) + Additional Media posted</td>
<td>Submit Team Name, Country and Company by Feb 10th Submit Part 1 Team Action Plans by Feb 17th</td>
<td>Discussion 3 due Feb 10</td>
<td>QUIZ 1 due by Feb 17</td>
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<td>Feb 18 - Mar 2</td>
<td>MODULE 3 Informal Institutions</td>
<td>Chapter 3 of Global 3 (Peng) + Additional Media posted</td>
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<td>Discussion 4 due Feb 24</td>
<td>QUIZ 2 due by Mar 2</td>
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<td>Mar 3 - Mar 16</td>
<td>MODULE 4 Resource Based View</td>
<td>Chapter 4 for Global 3 (Peng) + Additional Media posted</td>
<td>Part 1 Paper due Mar 16</td>
<td>Discussion 5 due Mar 9</td>
<td>QUIZ 3 due by Mar 16</td>
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<td>Mar 17 - Apr 6</td>
<td>MODULE 5 Global &amp; Regional Integration</td>
<td>Chapters 8 &amp; 10 from Global 3 (Peng) + Additional Media Posted</td>
<td>Part 1 Presentation due Mar 23 Submit Part 2 Team Action Plans by Apr 6</td>
<td>Discussion 6 due Mar 23</td>
<td>QUIZ 4 due by Apr 6</td>
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<tr>
<td>Dates</td>
<td>Module/Topic</td>
<td>Reading(s) / Media Assignments</td>
<td>Team Project Dates</td>
<td>Discussions</td>
<td>Learning Assessment</td>
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<td>Apr 7- Apr 20</td>
<td>Entering Foreign Markets</td>
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<td>MODULE 6 Alliances &amp; Acquisitions</td>
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<td>Strategizing, Structuring, &amp; Learning</td>
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<td></td>
<td>Chapters 11 and 12 from Global 3 (Peng) + Additional Media Posted</td>
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<td>Discussion 7 due Apr 13</td>
<td>QUIZ 5 due by Apr 20</td>
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<td>Apr 21- May 4</td>
<td>MODULE 7 Marketing &amp; Supply Chain Management</td>
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<td>Global HR</td>
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<td>Chapters 14 and 13 from Global 3 (Peng) + Additional Media Posted</td>
<td>Part 2 Group Papers Due May 4</td>
<td>Discussion 8 due Apr 27</td>
<td>QUIZ 6 due by May 4</td>
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<td>May 11th</td>
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<td>Part 2 Group Presentations Due</td>
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**Team Action Plan** (due February 17\(^{th}\) and April 6\(^{th}\))

Team Name: ___________________________

Country: ______________________________

Company: _____________________________

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<tr>
<th>Things to do</th>
<th>Due date</th>
<th>Person in charge</th>
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