COURSE OBJECTIVES

Today, an increasing number of firms earn a substantial portion of their revenues from international operations. With business globalization, employees of all levels and in all jobs often work and interact with people from different nations and cultures. At the same time, recent events show that the global economy is highly connected, and therefore, companies may 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 examine what determines the international success and failure of firms. Additionally, we will study strategies required in emerging and transition economies, and the different types of local practices that international firms need to adapt to across the world.

COURSE MATERIALS

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GRADING

Your final grade will be determined as follows:

- Quizzes (3 x 15%): 45%
- Company project – part 1: 18%
- Company project – part 2: 18%
- Newspaper article: 5%
- Class exercises: 4%
- Attendance: 5%
- Peer Evaluation: 5%
Quizzes (Individual grading)

Three quizzes will be offered throughout the semester. These will be multiple-choice, with questions based largely on the text. There may be some questions from class lectures, discussions, activities and exercises. I will provide review guides for these exam quizzes. Make up quizzes will be permitted only in exceptional circumstances. If a make-up quiz is approved, it will be an essay-type exam.

Company Project (Group grading)

For your semester project, you will work in groups of around 4-6 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 18% for each part of the project, the written report is worth 14%, and the presentation counts for 4%. Peer evaluation (worth 5% of the total grade) will be conducted at the end of the semester for both parts of the project.

Newspaper Article (Individual grading)

Each student will pick one article relating to international management from the New York Times (or other business newspaper) and turn it in with at least 1-page (double-spaced, Times New Roman 12-point font) write up that includes (a) a summary of the article, (b) an explanation of how the article relates to the text or material in class that we are learning, and (c) a short opinion on the actions covered in the article. In the second week of the semester, I will assign students to specific weeks during which they must turn in this assignment.

Class Exercises (Group / Individual grading)

We will have periodic class exercises. These may be experiential in nature, or could involve watching a video clip and discussing it. For some of these exercises, teams will fill out question-and-answer sheets. While there may be some individual grading, grading for class exercises will be done mostly on a team basis. Please keep in mind that exercises will draw upon lecture or textbook material that you should easily know if you have been attending class. Please note that if you are absent during a class exercise, you will not get credit for it. No make-ups are possible, but a single absence will be excused.

Attendance (Individual grading)

Attendance is mandatory and will be recorded during most class sessions. It is worth 5% of the grade and will be averaged over the semester. Thus, if you are present for 80% of the class sessions, you will get 5 x 0.8 = 4 points for attendance. No attendance will be taken for sessions which are set aside for group work or exclusively for class exercises. I will excuse attendance for 1 class session for everybody (no excuse note necessary), and for up to 2 more with a doctor’s certificate. If you are going to be absent for a class, email or speak with me in advance!

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

**MY GATEWAY**

I will use My Gateway for posting important announcements, course content, and grades.

**Administrative**

Class-related announcements will be located on My Gateway. Please be sure to check this page regularly as it will be my primary means of communicating important administrative issues to the class.

**Study Materials**

Study materials posted on My Gateway could include exam reviews, course-related reading material, and PowerPoint slides from the lectures (all PowerPoints will be available on My Gateway, sometimes after the class session).

**Extra Credit**

There will be no extra credit during this semester. However, there will be extra questions during the quiz to account for extra credit.

**Contacting Me**

My office hours are by appointment; so if you would like to see me, please send an email to pathaks@umsl.edu. I am also available for short discussions after class, and unless I have meetings, am usually in my office on Monday, Tuesday and Wednesday afternoons.
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 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. Make-up tests must be taken within a week. Arrangements will be made with the Campus Testing Center to administer this test. A make-up test may be offered only if the absence is documented (doctor’s note, evidence of emergency) and only if you contact me prior to the test. Please arrange to take the test as soon as you return to school.

4. **It is expected that you arrive on time for the class and leave only after class has been dismissed.** As parking can be difficult to find, please plan ahead and park at one of the off-campus lots if you have to. If you must arrive late or leave early, please inform me in advance, and find a seat close to the door to minimize disruption.

5. Please turn off your cellphones, pagers and other devices before coming to class. Adherence to the Student Conduct Code is expected.

6. Pay attention. Avoid unnecessary discussions with fellow students, reading newspapers and magazines, surfing the web, playing games, or other activities not related to what is going on in the classroom.

7. Participate, participate, participate! And while doing so, allow other students to fully express their opinions. This is a safe environment, so even if you are shy, please contribute to the class discussion. My commitment is to create a climate for learning characterized by intellectual diversity and a respect for each other and the contributions each person makes to class. I ask that you make a similar commitment.

8. It is vitally important that our classroom environment promote the respectful exchange of ideas. This entails being sensitive to the views and beliefs expressed during class discussions. Please speak with me before recording any class activity. It is a violation of University of Missouri policy to distribute such recordings without my authorization and the permission of others who are recorded.

9. Prepare for each class. Read all assigned readings.

10. 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](http://www.umsl.edu/~studentplanner/index.html)
11. 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.

12. If you think you have received an incorrect grade, you can return the assignment or quiz for re-grading. Please do this only through a written request:
   a. Write your comments on the graded answer sheet and return it to me, or send me an email.
   b. Make sure that your complaint is clearly indicated.
   c. Please do not discuss the problem with me before handing in the written request.

13. If you need special accommodation for a disability, please let me know as soon as possible. If necessary, we can schedule a meeting to discuss how to meet your needs this semester. Before meeting me, please be sure you have met with someone in Disability Access Services (MSC 144).

14. If you expect to miss class to participate in a university-sanctioned activity, please be sure to submit a Student Absence Form early in the semester so that we can discuss your responsibilities and make plans to fulfill the requirements of the class you will miss.

15. If you expect to miss class due to a religious observance, early in the semester submit a Request for Accommodations for Religious Observance so that we can discuss your responsibilities and plan so that you meet course obligations and requirements.

16. Often unexpected life events – such as an emergency, health or family issues – get in the way of everyday life and may impact your performance in this class. I understand this and will work with you to minimize their impact on your learning and your grade. I can only do this, however, if I know that there is a problem. Please come to me as early as possible to tell me what is going on so that I can try to help (please know that I hold these conversations in confidence). If you come to me after an exam or due date, or even at the end of the semester, there is nothing I can do to influence past events.

17. Campus Safety
a. All members of the UMSL community are encouraged to register their home, cell, and office phone numbers to receive notification of any pending danger on campus. Find instructions here: http://safety.umsl.edu/police/notification/index.html

b. In the event of an emergency on campus, call Campus Police at 314.516.5155. A call to 911 on a cell phone only, will go to the St. Louis County Police. The St. Louis County Police will notify UMSL Police, but this may cause a delay in response. Campus Police know the best way to escort emergency vehicles to locations on campus.

c. If you do not feel comfortable walking to a parking lot, MetroLink stop, or anywhere else on campus, contact the Campus Police for an escort: 314.516.5155.

d. The University of Missouri – St. Louis is committed to creating and maintaining a safe environment for all members of the campus community (faculty, staff, students and visitors). Please familiarize yourself with campus emergency procedures by reviewing the UMSL Police Department web pages at: http://safety.umsl.edu/police/emergency/index.html. These pages highlight possible safety concerns and alert you to procedures to follow should there be an emergency on campus. The site also includes a link to the campus plan for disaster preparedness. It is important to review this information and be prepared to take action in the event of an emergency. If a person’s safety is ever at risk, call the Campus Police at 314-516-5155 immediately.

18. 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.

19. I reserve the right to make changes in the course syllabus, timetable, and format.
**Background Survey**

Name: ____________________________ Name preferred to be called: ____________________________

Home town/state/country: ____________________________

Major / Concentration and year (e.g. Senior): ____________________________

Why are you taking this course?

What do you want to learn here? How do you prefer to learn?

Please complete:
In the best course I ever had, the professor ____________________________________________

In the best class I ever had, the students ____________________________________________

Briefly describe your work experience, if any:

Have you visited any other countries? If so, where? Have you spent an extended period of time outside the US? If so, where and for how long?

Anything else you would like me to know?