UNIVERSITY OF MISSOURI – ST. LOUIS

COLLEGE OF BUSINESS ADMINISTRATION

PROF. MEREDITH DOWNES

MQM 3680 AND INTLBUS 3680: INTERNATIONAL MANAGEMENT
SPRING 2018 (January 17 – May 12)

COLLEGE OF BUSINESS ADMINISTRATION, VISION, MISSION, AND VALUES

Vision

The College of Business Administration at UMSL provides research- and practice-based programs that prepare students to enter and succeed locally and globally across a wide range of business professions.   We offer quality, value, and access.

Mission

Prepare undergraduate and graduate business students for professional success in technically sophisticated local and global organizations.

Incorporate best-business-practice and current academic theory into all of our educational programs (certificates and degrees).

Explore, develop, and adopt new and better teaching methods.

Perform basic and applied research that advances knowledge and supports the understanding and efficiency of business activities, addresses needs of our business community, and promotes learning of our students.

Fully engage with the St. Louis business community in order to meet their workforce needs, support the professional development of their employees, exploit the talent and experience of their managers, and develop mutually beneficial partnerships that serve our college's instructional and research goals (guest speaker, internships, scholarships, sponsored research, and endowed chairs).

Help our university fulfill its strategic plan by increasing retention, reducing time to graduation, increasing the number of graduates, garnering more financial and non-financial aid of our alumni, expanding online offerings, and pursuing more interdisciplinary collaborations.

Values

Opportunity: We are committed to providing students an opportunity to excel in a rigorous academic business program.

Knowledge: We value the creation, application, and communication of knowledge to advance business disciplines and improve management practices.

Access: We strive to ensure that our programs are accessible and consistent with the land-grant mission of the University of Missouri.

Integrity: We value high standards of professional and ethical conduct.

Excellence: We strive for excellence in our own endeavors and expect it of those with whom we work.

Community: We value our ties with the business and not-for-profit communities, and work to create opportunities of mutual benefits.

Respect: We endeavor to treat all people with dignity and respect, and to maintain fairness in our interactions with all students, employees and the community.

Diversity: We seek to maintain a diverse and involved community of students, faculty, and staff.

Collegiality: We seek to provide a collegial climate that fosters positive relationships among students, faculty and staff.

HONOR STATEMENT

The University of Missouri-St. Louis encourages students to pursue excellence within a respectful and collegial environment and to assume responsibility for the consequences of personal actions. For that reason the university requires students to reject any type of dishonest behavior. Honesty precludes seeking, providing, or receiving any form of unauthorized assistance on tests or any type of assignment. It requires giving credit through appropriate citation to the author of materials used in written or oral assignments. The full Student Standard of Conduct is available at http://bulletin.umsl.edu/studentconduct/ and in the student planner. By registering for a class at UMSL, students agree to follow this standard of integrity.

ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES

Any student in need of a special accommodation or assistance should contact Disability Access Services at 314.516.6034; http://www.umsl.edu/services/disability/servicesforstudents/index.html.

COURSE OBJECTIVES

The recent decades have been marked by an increasing trend in internationalization of products and services. From a strategic perspective, this trend requires firms to operate beyond their national boundaries to remain competitive. International operations expand the character and magnitude of strategic options available to firms when compared with those firms that operate on a purely domestic basis. Hence, there exists a need for managers to be able to deal with unfamiliar competitors and also understand the intricacies of conducting business in foreign markets across industries. This course will focus on the management of enterprises whose interests and activities extend across national boundaries either by choice or competitive necessity. A key focus of this course is to expose students to the notion of global strategy and to develop an appreciation of the issues and challenges which managers often confront when operating internationally.

COURSE COMPETENCIES

This course seeks to develop the following competencies:

- the ability to analyze and evaluate the factors that influence the potential of an industry for globalization.
- an understanding of the process of development and implementation of a global strategy.
- the ability to recognize key differences in business and operational practices of other countries.
- the skills to manage and work effectively in diverse cultural environments and/or with people from other cultures.

COURSE SCHEDULE

Class:
Online

Office Hours:
Office hours Thursdays from 1:00pm to 2:00pm CST through the CANVAS Discussion Board titled **Questions**

and **Communications to and from the Professor** (for public discussion) and via email at **downesm@umsl.edu** (for private discussion). These same avenues are available at all times during the term, but during office hours you can be assured that I will receive your message and respond within that one-hour time frame.

PROFESSOR'S CONTACT INFORMATION

Meredith Downes, Ph.D.
E-mail: downem@umsl.edu
Tele: 309.826.7842

READINGS AND MATERIALS

1. **CANVAS Course Page**
   This will be the hub for the course. Course materials can be accessed using the tools listed on the left-hand side of the main page for the course.

2. **Required Text:** Global 3 [Softcover] by Michael W. Peng, 2015, Southwestern Cengage.
   ISBN-13: 978-1305627215
   ISBN-10: 1305627210

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.

TECHNICAL SKILLS AND REQUIREMENTS

Participants are required to have access to and working knowledge of a computer with dependable Internet access. A good wireless connection is sufficient for most of the learning activities. However, a high-speed cable internet connection may be necessary for some video or other multimedia.

Participants should have the following software installed on the primary computer used for the course:

1. **MS Word.** You can purchase a "home" copy of Microsoft Office from TechZone in the Bone Student Center.
2. **Microsoft Office Add-in: Microsoft Save as PDF**. You can download this free add-in for your personal machine from the Microsoft Save as PDF Download Page.
3. **Adobe Reader**. This is a free program which allows your computer to view/read PDF files. You can check for the most recent version on the Adobe Reader Download Page.
4. **Quicktime**. Quicktime is a free program that allows you to listen to audio files or watch video files. You can download Quicktime from the Quicktime Download Page.
5. **Adobe Flash Player**. You can download the free Flash Player from the Flash Player Download Page.
6. **Java**. This is likely also installed on your personal computer. You can check for the latest update at the Java Download Page.
7. **Firefox** (for Windows). Firefox is a free browser and can be downloaded from the Firefox Download Page.
8. **Safari** (for Mac). Safari is a free web browser and can be downloaded from the Safari Download Page.

TECHNICAL SUPPORT

If you need assistance installing software on a personal computer, or if you need help resolving technical issues, please contact the university's Technology Support Center (314.516.6034; helpdesk@umsl.edu; 211 Lucas Hall; Mon-Thurs 7:30am-7:00pm, Fri 7:30am-5:00pm; http://www.umsl.edu/technology/support/)

NETIQUETTE

To help guide our online interactions, facilitators and participants are required to demonstrate appropriate internet etiquette. This policy includes but is not limited to the following:

- Keep your questions and comments relevant to the discussion topic. If another participant posts a comment or a question that is off topic, do not reply. A facilitator will reply in private to the participant.
- Be courteous and treat colleagues with respect, modeling the same standards of behavior online that you would follow in a face-to-face discussion.
- Be respectful and open to opinions and ideas that differ from yours. Being deliberately hostile and insulting online, i.e. flaming, is not appropriate under any circumstance. When responding to messages or posts made by others, address the ideas and not the person.
- All course communication should be conducted in Standard American English to ensure understanding among diverse participants.

Note – The professor reserves the right to remove posts that are not collegial or fail to meet netiquette guidelines.

COURSE SCHEDULE AND DESCRIPTIONS ON FOLLOWING PAGES

COURSE SCHEDULE

Dates	Content	Due Dates CST (all by 10:00pm CST)
ORIENTATION Jan.17 – Jan.22	CANVAS and Syllabus Review Introductions Group Set-Up	*Thurs/Jan.18:* CANVAS Introductions *Fri/Jan.19:* Group Preferences *Mon/Jan.22:* Group Country/Company Choice
MODULE 1 Jan.23 – Feb.1	<u>What is Globalization?</u> Ch.1: Globalizing Business	*Fri/Jan.26:* Discussion Post – Module 1 *Thurs/Feb.1:* Module 1 Quiz
MODULE 2 Feb.2 – Feb.12	<u>Formal Institutions</u> Ch.2: Understanding Politics, Laws, & Economics	*Wed/Feb.7:* Discussion Post - Module 2 *Mon/Feb.12:* Module 2 Quiz
MODULE 3 Feb.13 – Feb.23	<u>Informal Institutions</u> Ch.3: Emphasizing Cultures, Ethics, & Norms	*Mon/Feb.19:* Discussion Post – Module 3 *Fri/Feb.23:* Module 3 Quiz
MODULE 4 Feb.24 – Mar.5	<u>Resource-Based View</u> Chapter 4: Leveraging Resources & Capabilities	*Tues/Feb.27:* Discussion Post – Module 4 *Mon/March 5:* Module 4 Quiz *Mon/March 5:* Group Project–Phase I
MODULE 5 Mar.6 – Mar.23	<u>Location Considerations</u> Ch.8: Capitalizing on Global & Regional Integration Ch.10: Entering Foreign Markets	*Fri/March 16:* Discussion Post – Module 5 *Fri/March 23:* Module 5 Quiz
(*Spring Break: March 24 - 30*)		
MODULE 6 Mar.31 – Apr.20	<u>Alliances and Structure</u> Ch.11: Making Alliances & Acquisitions Work Ch.12: Strategizing, Structuring, & Learning Around the World	*Wed/Apr.11:* Discussion Post – Module 6 *Fri/Apr.20:* Module 6 Quiz
MODULE 7 Apr.21 – May 4	<u>Building Functional Excellence</u> Ch.13: Managing Human Resources Globally Ch.14: Competing on Marketing and Supply Chain Management	*Fri/Apr.27:* Discussion Post – Module 7 *Fri/May 4:* Module 7 Quiz *Fri/May 4:* Group Project–Phase II
FINALS WEEK May 5 – May 11	Closing Activities	*Mon/May 7:* Group Project - Executive Summary *Tues/May 8:* Peer Evaluations

GRADING

Component	Pts
Orientation	
Canvas Introductions	3.0
Group Preferences	2.5
Group Country/Company Selection	0.5
Modules	
Discussion Posts (7 @ 3 pts)	21.0
Quizzes (6 @ 5pts)	30.0
Group Project	
Phase I	15.0
Phase II	15.0
Executive Summary	10.0
Peer Evaluations	3.0
Total	**100**

Scale	
<u>Score</u>	<u>Grade</u>
90-100	A
80-89.5	B
70-79.5	C
60-69.5	D
59.5 or below	F

CANVAS INTRODUCTIONS AND GROUP PREFERENCES

During the first week of class, you are asked to use the Discussions tool in CANVAS in order to introduce yourself to me and to the rest of the class. You can link to Student Introductions under Orientation on the Modules page. Once they are all submitted, you will need to review your classmates' introductions and to state your preferences in terms of teammates and countries/companies to study. More information is on the corresponding links under the Orientation page.

DISCUSSION POSTS

You will post your responses to seven discussion questions (including your responses to two of your classmates' posts) throughout the semester, as they pertain to the module being studied. You can link directly to the appropriate Discussion Board topic from each module on the Modules page in CANVAS, where you will find the question to which you should reply.

QUIZZES

There is a quiz associated with each module, so please click on Module 1 Quiz, Module 2 Quiz, and so on, under each Module, and complete the quiz by the deadline specified above. While there are seven quizzes offered, you are only responsible for six of them. If you choose to take all seven, your lowest score will be dropped.

GROUP PROJECT

You will work in teams to analyze a company's operations in a foreign country. There are three substantive components to this project, as follows:

1. Phase 1: Your first report will focus on the target country, analyzing its economic, political, legal, cultural and demographic characteristics.
2. Phase 2: Your second report will focus on the company itself, applying the resource-based view of the firm, in order to discuss the company's operations in that particular country.
3. Executive Summary: Your executive summary should merge the first two phases, providing your own analysis of the company with respect to the target location.

You will also be responsible for submitting a peer evaluation form in order for me to assess the various contributions of the team's members. Details for all components can be found in under Group Project on the Modules page in CANVAS.