

UMSL College of Business Administration
MGMT 3680 and INTLBUS 3680: INTERNATIONAL MANAGEMENT
Spring 2018
Seemantini Pathak

ABOUT THE INSTRUCTOR

I was born and raised in India, but have lived in the United States for over 17 years now. I have 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, India, and a Ph.D. in Business Administration from Arizona State University. Before working on my Ph.D., I 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, I research corporate governance and corporate strategy, and have published papers in management journals such as the *Academy of Management Review*, the *Strategic Management Journal*, the *Journal of International Business Studies* and *Leadership Quarterly*.

Office: 218 Anheuser-Busch Hall

Email: pathaks@umsl.edu (best option)

Virtual Office Hours: Monday 1:00pm-3:00pm via Zoom, phone, and Skype (seemantini.pathak) and by appointment.

Webpage:



<http://www.umsl.edu/divisions/business/About%20the%20College/Faculty/Management%20%20/pathak.html>

LeAundra Jefferson is the Teaching Assistant for this course. She has a BBA from the University of Missouri, Columbia, and is currently pursuing a Master's in Accounting at UMSL. You can reach her at ljq72@mail.umsl.edu.

Lukas Presley is the GOAL mentor for the course. He will help with technical issues and non-content-related questions. You can reach him at lmpcb5@mail.umsl.edu.

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 factors that help determine 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.

OVERVIEW AND OBJECTIVES

MGMT 3680 International Management / INTL BUS 3680: 3 semester hours

Prerequisites: A minimum 2.0 campus GPA. In addition, [ECON 1002](#) and [MGMT 3600](#); or consent of the instructor. A study of international business and management practices. Topics covered include an introduction to international management and the multinational enterprise, the cultural environment of international management, planning in an international setting, organizing for international operations, directing international operations, international staffing, preparing employees for international assignments, and the control process in an international context.

COURSE MATERIALS

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. Please note that in addition to listening to the lecture each week and reading the textbook chapter for that week, you will have 2-7 articles, videos or audio stories to read. Moreover, there will be a test or discussion assignment every week, in addition to the individual papers and group presentation that you will work on during the semester. 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, please [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)
2. Updated Internet browsers ([Apple Safari](#), [Internet Explorer](#), [Google Chrome](#), [Mozilla Firefox](#))
3. Ability to navigate [Canvas](#) (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](#).
7. [Adobe Flash player \(free\)](#)
8. [Adobe Reader or alternative PDF reader \(free\)](#)
9. A webcam and/or microphone is **highly recommended**.

Technical Support

Canvas: 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 this is your first online course, it is recommended that you complete the [Online Course Overview](#) listed in your Canvas 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.

EVALUATION CRITERIA

GRADING

Your final grade will be determined as follows:

Quizzes (7 quizzes x 50 pts each):	350
Formal Institutions Assignment:	150
Cultural Experience Assignment:	140
Team Presentation (VoiceThread presentation + membership + peer team evaluation):	150
Discussions (7 discussions x 30 pts each):	210
Total points:	1000

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 seven quizzes, one for each module, throughout the semester (each worth 50 points, or 5% of your semester grade).

Formal Institutions Assignment (Individual grading)

For this assignment, you will research a country in terms of its history, background and formal institutions – political, legal and economic. You will also offer an overall evaluation of the country as a business destination. I will provide a country sign-up sheet and detailed guidelines as we move closer to learning about formal institutions.

Cultural Experience Assignment (Individual grading)

You will choose how to experience a foreign culture – through its food, art, music, dance, literature, or through interviewing someone who has grown up in that culture. Write a report on this experience, and compare it with the country's cultural dimensions. More guidelines will be provided later.

Team presentation (Group + Individual grading)

In groups of around 5-6 each, you will analyze an international or multinational company and prepare a VoiceThread presentation on its resources and capabilities – I will provide details and form teams a few weeks into the semester. Each of you will also watch and evaluate two other teams' presentations. Finally, you will evaluate and provide feedback for each of your group members – I will use the feedback to assign the individual membership portion of the grade.

Discussion Board Participation:

Each student will **post once and comment twice** for each of the seven discussion threads on the Discussion Board (each worth 30 points, totally counting towards 21% 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. Here are some guidelines about discussion board participation; also see the discussion board rubric at the end of this syllabus:

- 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.

Extra Credit

I offer two types of extra credit opportunities:

1. Up to 25 points for one of the following:

- a. *Foreign film report:* Watch a foreign movie, or an English movie that showcases cultural realities or differences between cultures, and *write a report* on it. Contact me for detailed guidelines and / or a list of suggested movies. Do be sure to get the movie approved by me before turning in your report!
- b. *IBCC participation:* Attend the International Business Career Conference (<http://www.umsl.edu/ibcc/>) on March 2, 2018 and *turn in a report* on it. Contact me for detailed guidelines on the report. Do be sure to get your attendance verified at the conference (ask me how)!

2. *Course evaluation extra credit:* End-of-semester course evaluations are crucial in helping me get an idea about the effectiveness of student learning, and adjust course material and activities accordingly. So it is important for each member of the class to offer a thoughtful course evaluation

- a. If 90% of the class completes course evaluations, every student will earn an additional 20 points.
- b. If 80% of the class completes course evaluations, every student will earn an additional 10 points.

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:

Grade	Grade Score
A	93% to 100%
A-	90% to 92.9%
B+	87% to 89.9%
B	83% to 86.9%
B-	80% to 82.9%
C+	75% to 79.9%
C-	70% to 74.9%
D	60% to 69.9%
E	0 to 59.9%

Grading Scale: The UMSL Grading System is based on a four-point scale. The grade value for each letter grade is as follows:

A = 4.0	B- = 2.7	D+ = 1.3	EX = Excused
A- = 3.7	C+ = 2.3	D = 1.0	DL = Delayed
B+ = 3.3	C = 2.0	D- = 0.7	FN = Failure/Non
B = 3.0	C- = 1.7	F = 0	Participation

Feedback and Grading Timeline: Discussion board grades will be returned, with rubric feedback, within 48 hours of the discussion due date. Other assignments may take longer to grade. You can find grades in the Grades button on Canvas. If there is a rubric attached to the assignment, you can click your score to see my personal feedback on the rubric.

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**. Students must provide documentation of their disability to the office of Disability Access Services in order to receive official University services and accommodations. The staff is available to answer questions regarding accommodations or assist you in your pursuit of accommodations. Information about your disability is confidential. Once DAS reviews your medical documentation, they will provide you with the information and steps to inform me about the accommodations to which you are entitled. Your accommodations will begin as soon as we discuss your approved accommodations.

- 131 Millennium Student Center
- Phone: (314) 516-6554
- Email: cramert@umsl.edu or mannad@umsl.edu
- Website: <http://www.umsl.edu/services/disabled/>

The Online Writing Center: Students can send their papers to tutors, who will read them and send them back with suggestions. Students can also access Turnitin through Canvas assignments, which identifies quoted material in their essays.

- 222 Social Sciences and Business Building (SSB)
- [Website](#)
- Visit the [OWC page](#) to submit drafts online.
- The OWC usually responds within 48 hours. Please allow ample time.

Office of International Students and Scholar Services: If you have difficulty communicating in English with the instructor of this course, contact ISS.

- 261 Millennium Student Center (MSC)
- Phone: (314) 516-5229
- Email: iss@umsl.edu
- [Website](#)

Student Retention Services: SRS provides comprehensive support and intervention strategies that support your road to graduation!

- 225 Millennium Student Center (MSC)
- Phone: (314) 516-5300
- Email: umslsrs@umsl.edu
- [Website](#)

COURSE POLICIES

1. 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.
2. If you are unable to participate in a scheduled class activity or discussion you must notify me before or within the week of that class module or discussion. **An unexcused failure to engage or participate with the class will be counted as an absence; unexcused absences may result in failure.** I reserve the right to make judgment to accept and/or make-up assignments missed because of failed participation in the course activities.
3. 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.
4. 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 discussions whether in class or online. 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.
5. I will not respond to each post but will be monitoring each discussion, as will our TA, LeAundra Jefferson.
6. 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 or stop by the Writing Center (222 SSB).
7. You are responsible for being attentive to and observant of University policies about academic honesty as stated in the University's Campus Policies and Procedures in the [Triton Manual](#) (p. 30)
8. 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. Academic dishonesty is a serious offense that may lead to probation, suspension, or [dismissal from the University](#). One form of academic dishonesty is plagiarism – the use of an author's ideas, statements, or approaches without crediting the source. Academic dishonesty also includes such acts as cheating by using any unauthorized sources of information and providing or receiving

unauthorized assistance on any form of academic work or engaging in any behavior specifically prohibited by the faculty member (e.g., copying someone else's answers on tests and quizzes). Unauthorized possession or distribution of academic materials is another type of academic misconduct. It includes the unauthorized use, selling or purchasing of examinations or other academic work, using or stealing another student's work, unauthorized entry or use of material in a computer file, and using information from or possessing exams that an instructor did not authorize for release to students. Falsification is any untruth, either verbal or written, in one's academic work. Facilitation is knowingly assisting another to commit an act of academic misconduct.

Plagiarism, cheating, and falsification are not acceptable. All instances of academic dishonesty will be reported to the Office of Academic Affairs who will determine whether you will appear before the Student Conduct Committee for possible administrative sanctions such as dismissal from the university. The instructor will make an academic judgment about the student's grade on that work in this course. The campus process regarding academic dishonesty is [described in the "Policies" section of the Academic Affairs website.](#)

- b. To avoid accusations of academic dishonesty, please submit all written work to the Turnitin system before finalizing what you submit for evaluation. UMSL provides all faculty and students with access to TurnItIn, an online technology tool designed to improve writing and reinforce rules regarding proper citation and references. Your instructor may decide to use the TurnItIn system to collect student work and run originality reports. Students see a copy of the originality report when submitting work in the system, as well.
9. *Present* in class for online courses is determined by participation in an "academically related activity," i.e. submission of an assignment, assessment or discussion forum posting. The last day of attendance is the last day a student is academically participating in the online course. Documentation that a student has logged into an online class is not sufficient by itself to demonstrate academic attendance.
 10. **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.
 11. I reserve the right to make changes in the course syllabus, timetable, and format.

Tentative Course Schedule

(all assignment deadlines are Sundays @ 11:59pm, except for first and last weeks)

Dates	Module/Topic	Reading(s) / Media Assignments	Discussions	Learning Assessment	Assignments
Jan 16 – Jan 21	see START HERE Module		Discussion Board participation “Share your international experience” (ungraded) due January 21		
Jan 16 - Jan 28	MODULE 1 Implications of Globalization	Chapter 1 of Global 3 (Peng) + Additional media posted	Discussion 1 due Jan 23 (Tuesday)	QUIZ 1 due by Jan 28	
Jan 29 - Feb 11	MODULE 2 Formal Institutions: Policies, Law & Economics	Chapter 2 of Global 3 (Peng) + Additional Media posted	Discussion 2 due Feb 4	QUIZ 2 due by Feb 11	
Feb 12 - Feb 25	MODULE 3 Informal Institutions	Chapter 3 of Global 3 (Peng) + Additional Media posted	Discussion 3 due Feb 18	QUIZ 3 due by Feb 25	Formal Institutions Assignment due Feb 25
Feb 26 - Mar 11	MODULE 4 Resource Based View	Chapter 4 for Global 3 (Peng) + Additional Media posted	Discussion 4 due Mar 4	QUIZ 4 due by Mar 11	
Mar 12 - Mar 25	MODULE 5	Chapters 8 & 10 from Global 3 (Peng)	Discussion 5 due Mar 18	QUIZ 5 due by Mar 25	Cultural Experience

Dates	Module/Topic	Reading(s) / Media Assignments	Discussions	Learning Assessment	Assignments
	Global & Regional Integration Entering Foreign Markets	+ Additional Media Posted			Assignment due Mar 18
Apr 2 - Apr 15	MODULE 6 Alliances & Acquisitions Strategizing, Structuring, & Learning	Chapters 11 and 12 from Global 3 (Peng) + Additional Media Posted	Discussion 6 due Apr 8	QUIZ 6 due by Apr 15	
Apr 16 - Apr 29	MODULE 7 Marketing & Supply Chain Management Global HR	Chapters 14 and 13 from Global 3 (Peng) + Additional Media Posted	Discussion 7 due Apr 22	QUIZ 7 due by Apr 29	Group Presentations due by Apr 22
May 2					Group Presentation Evaluations due Team Peer Evaluations due

Online Discussion Rubric

Criteria	Exceeds Expectations	Meets Expectations	Developing	Needs Improvement	Missing
Original Post	<p>20 pts. Use of analysis, synthesis and evaluation</p> <p>Critical and/or creative contribution</p> <p>Incorporates readings well into responses, demonstrating excellent understanding.</p> <p>Asks questions that extend the discussion and relate material to prior course content.</p> <p>Makes insightful, critical comments on the readings and to fellow students.</p> <p>Contributes new information and identifies the source.</p>	<p>18 pts. Use of comprehension and application</p> <p>Incorporates readings into responses, demonstrating solid understanding.</p> <p>Exhibits some insights and understanding of course content, but may not ask critical questions of the readings or fellow students.</p> <p>May relate module's issues to prior material covered in the course.</p> <p>May respond to fellow students.</p>	<p>16 pts.</p> <p>Use of knowledge</p> <p>Repeats basic correct information related to discussion, but neglects to extend conversation or critically analyze course content.</p>	<p>14 pts.</p> <p>No clear evidence that readings were understood or even completed.</p>	<p>0 pt.</p> <p>No postings throughout the week</p>
Reply(ies)/Question to Classmate	<p>10 pts. Insightful question or reply to a classmate's post. Asks questions that extend the discussion and makes insightful, critical comments.</p>	<p>8 pts. Exhibits good insights and understanding of discussion questions.</p>	<p>6 pts. Repeat basic correct information related to discussion.</p>	<p>4 pts. Only agreed/disagreed but never contributed to the ongoing conversation.</p>	<p>0 pts. Did not reply or question any classmates.</p>

Online Class Netiquette/Behavior

- **Be self-reflective** before you post an emotional response and reread what you have written to be sure it is positive. Think of your comments as printed in the newspaper. Your online comments will be seen, heard and remembered by others in the class.
- **Use effective communication.**
 - Avoid the use of all caps or multiple punctuation elements (!!!, ??? etc).
 - Be polite, understate rather than overstate your point, and use positive language.
 - If you are using acronyms, jargon or uncommon terms, be sure to explain them so everyone can understand and participate in the discussion.
- **Ask for clarification** to a point if you feel emotional from a classmate's post. It is likely that you misunderstood his/her point. This strategy will also help you step away from the intensity of the moment to allow for more reflection.
- **Sign your name.** It is easier to build a classroom community when you know to whom you are responding.

- **Foster community.** Share your great ideas and contribute to ongoing discussions. Consider each comment you make as one that is adding to, or detracting from, a positive learning environment for you and your classmates.
- **Be constructive.** You can challenge ideas and the course content, but avoid becoming negative online. When you disagree politely you stimulate and encourage great discussion. You also maintain positive relationships with others with whom you may disagree on a certain point.
- **Keep the conversation on topic** by responding to questions, adding thoughtful comments about the topics at hand. Online dialogue is like conversation. If there is a particular dialogue going on, please add to it, but if you have something new to say, please post it in another thread.
- **Define your terms.** When using acronyms or terms that may not be commonly used in the field of management, please define them for others.