



Course Syllabus: International Management

Dillard College of Business MGMT 3353, Section X10 Online Fall Semester 2025

Contact Information

Instructor: Dr. Niyati Kataria

Office: Dillard Building 204

Office hours: Tuesday: 12:30 pm-3:30 pm office hours, Wednesday: 12:30pm -4:30 pm Office hours, Thursday: 12:30 pm-3:30 pm office hours, and by appointment. (Note: Per university rules, we are only required to keep five hours, but I will try and be present for all ten hours listed here. If I cannot for some reason, I will post a note on my door.

Strongly recommend booking an appointment time even during office hours as I often have several students who want to meet just before the assignment deadline, and you might not be able to see me unless you get on my calendar

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Course Description

International business has become a reality of today's business world. The world is becoming flat(ter)! Companies across the world are becoming more interconnected. Crumbling of trade barriers, proliferation of technology, and opening up of emerging economies have facilitated doing business across national borders. This course serves as an introduction to the basics of international management.

Through a combination of lectures and class participation, we will explore the domain of International Management through three main sections: (1) The meaning of culture, (2) Culture and Management Practice, and (3) Managing Cultural Differences. We will seek to learn the tools and vocabulary necessary for a critical and effective management analysis, thinking, and communication across national borders.

Textbook and Instructional Materials

Schneider and Barsoux, Managing Across Cultures, 2nd Edition. ISBN-10: 027364663X • ISBN 13: 9780273646631

Discussion Boards and lecture videos on D2L

Student Handbook

Refer to: [Student Handbook](#)

Academic Misconduct Policy & Procedures

Academic Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work, not the individual to whom credit is given). Additional guidelines on procedures in these matters may be found in the Office of Student Conduct.

[Office of Student Conduct](#)

Moffett Library

Moffett Library provides resources and services to support student's studies and assignments, including books, peer-reviewed journals, databases, and multimedia materials accessible both on campus and remotely. The library offers media equipment checkout, reservable study rooms, and research assistance from librarians to help students effectively find, evaluate, and use information. Get started on this [Moffett Library webpage](#) to explore these resources and learn how to best utilize the library.

Course Prerequisite(s)

Enrolled in the undergraduate business management program.

Course Policies

Attendance Policy: Students are expected to attend all class meetings for this course (by watching each lecture posted online), following the university attendance policy. (See **Midwestern State University Undergraduate Catalog**, Volume LXXVIII, Number 1, page 78).

Grading and Evaluation:

Many different tools are used to test your degree of success at achieving the different learning goals. Here is the breakdown of points in this class.

Activity/Assignment	Points	Distribution
Discussion board participation	100	Individual
10 Individual Online Quizzes (10 points each)	100	Individual
Exams (3 online exams @ 33 points each, one bonus point added)	100	Individual
International Management Country Presentation	100	Individual
Total	400	

Grades will be determined on the basis of the total points earned. Letter grades will be given according to the following scale:

A = 360-400 points
B = 320-359 points
C = 280-319 points
D = 240-279 points
F = less than 239 points

My Expectation

I prefer to treat my students as responsible adults who have made an active choice to be where they are. Since the choice is yours, I expect that you will not only be attentive to the course material posted but also use the available resources, including discussion, group project, video clips, and lecture-discussions to your advantage to get the most out of this class. I expect that you will watch the videos after having read the assigned textbook chapter.

If there are university-recognized reasons due to which you are not able to watch the videos in time for the tests/exams or complete assignments on time, I expect that you will discuss the same with me in **advance** and not after the due date/missed class. Email is the best way to reach me. I check my email on my phone, and so I am very accessible through email.

My personal philosophy revolves around fairness so please know that I will put only as much effort into the development of a student and a class as I get from them.

Examination Policy: Only students with authorized absences (see University Class Attendance Policy) may make up missed examinations. As a professional courtesy, please notify me prior to the exam of your absence if possible.

Course Format

International Management, like other management courses, is best learned through active (not passive) experience and informed debate. My goal is to create an environment that stimulates your thinking and prepares you to use the principles of international management in the business. I have designed this course to promote the objectives described above. The structure of this course will challenge you to think beyond the obvious and constantly apply the concepts, frameworks, and tool kits we learn in class to real-life situations.

Homework, Quiz and Exam Grading Details:

Discussion board participation

You are expected to watch all video lectures. In addition, I expect that you will actively participate in class discussions online using D2L discussion boards.

Class participation is graded in the following 2 components: 1) Class discussion per chapter (total 70 points) and 2) Oral presentation questions (total 30 points).

- 1) Class discussion per chapter (total 70 points): There are 10 Chapters that you can participate in. I will grade participation for a maximum of 7 points per chapter. Contributions that can earn you points consist of meaningful answers to the questions posted. I will use a discussion forum on D2L to ask questions. Each chapter will have its own discussion forum that will begin the day we start the chapter and end the day the Exam is due for that chapter. You are expected to use the discussion forum to answer a question that I will post about that chapter on the discussion forum. You are required to give only one contribution per discussion forum. When typing up your answer, use the KISS principle: Keep it short and sweet. I expect no more than one paragraph (4-5 lines, Max 300 words). Points given will depend on:

- a. Thoughtfulness/quality of your answer. This is the #1 criteria to earn a good participation grade.
- b. When you answered (i.e., the later you answer/participate in that discussion forum, the higher the bar I will use to grade your answer (i.e. tougher it gets to score a full 7). Hence, there is an incentive to answer the question as soon as the forum opens up/first couple of days rather than waiting for the last few days. Answering on the last day will result in loss of one or more points.

2) Oral Presentation questions (total 30 points): Upon watching each of the other student presentations, you are required to ask at least one question of each team (i.e., one question per country presented). Depending on the quality of your question, you can earn 3 points per presentation or a total of 27 points since we will have 10 presentations (one will be your own). I will add 3 bonus points to this score to make it worth a total of 30.

These two components combined will give you a final participation grade out of 100.

Quizzes

A multiple-choice question format quiz will be given for each chapter covered. There are 10 quizzes total. Quizzes will be available to take online from the time they are 1st posted (usually the day we finish the chapter) till the date of the next exam. Quiz format: 15 minutes, 10 questions, and is 1 point per question.

Exams

There will be 3 online exams that will be based on 33 multiple-choice questions (1 point each). One or more of these questions may be from the online lectures given. You have 75 minutes for each exam, starting from when you first start the exam on D2L. Exam 1 is based on chapters 1-3, Exam 2 is based on chapters 4-6, and Exam 3 is based on chapters 7-10. Exams are not cumulative.

Presentation

Working in assigned teams of 3-4 this project is an opportunity to demonstrate your knowledge of concepts taught in class by applying them to research the challenges of management and doing business in a specific country that will be assigned to you early during the semester.

Acting like a management culture training consultant, you will present to the rest of the class on the country you were assigned. You are expected to be a cultural expert on that country, so make sure you start reading up and researching the country earlier rather than later. You will give the rest of the class a total of a 20-21-minute oral presentation accompanied by slides (3 seven-minute YouTube videos or 4 five-minute YouTube videos, depending on how many people are in your team). You will essentially be training the class on the dos and don'ts when working with people from that country. (Example: that country's attitude towards punctuality, dress codes, etc.).

You are expected to apply certain concepts learnt to the country you will be individually assigned in Week 1. At the very minimum, the following should be included and

discussed. (More instructions and sample videos from past classes will be posted on D2L):

MAIN FOCUS (Do not have one person do all of this! Divide evenly amongst team members, or everyone in the team loses points):

Hofstede's dimensions for that country (i.e., cover low/high context language; uncertainty avoidance; individualism/collectivism; time orientation; power distance; long term/short term orientation, masculinity/femininity). Also, other dimensions like proxemics for that country (including, for example, how to greet someone in this culture). Wherever possible, provide examples of how each affects a management/business practice in that country.

OTHER POINTS EVERY TEAM HAS TO COVER:

- 1) That country's major industries
- 2) The political and infrastructural issues that might affect doing business with that country.
- 3) Where that country falls on the corruption index and thus related business practices that are or are not acceptable there.
- 4) Worst times to travel to that country for business (major holidays)
- 5) Superstitions and customs to watch out for when undertaking gift giving or socialization for business in that country. (e.g., In India, you would never gift knives, like a Swiss army knife, to a business contact because it would be considered bad luck and it would "cut" the relationship).

Your final presentation grade will depend on how well you present, how professional you appear in your video (please wear business formal- no polo shirts, tee shorts etc. You need to have a business jacket on), the content of your presentation and its applicability to the course, how deep vs. superficial your analysis of the Hofstede's and other cultural dimensions were, and how well you answered questions posted your classmates (and maybe me) in the individual discussion forum for your country.

More detailed instructions about the presentations (how to divide content, how to record, what the expectations are, and deadlines for sending me your link) will be posted on D2L and emailed to you by or before the end of Exam 1. Please read that email very carefully.

Extra Credit:

There is no extra credit as of the date of creating this syllabus. If I am able to offer one later in the semester, then you will be emailed about to. No individual extra credit is available for any gradable component missed.

Late Work:

Unless you have a university-approved reason, I will not accept any late submissions. To get university-approved, please submit all your evidence (like doctor's notes, etc.) to the Student Rights and Responsibilities office using the Absence Letter Request Form (found at this link: [Absence Letter Request Form](#)). If the Student Rights and Responsibilities office accepts the evidence you have provided, they will email all your professors requesting that

we work with you. Without this email, I am unable to assist you if you miss assignments etc. due to being sick or someone passing or an injury/accident.

Important Dates for 2024:

Last day for term schedule changes: Aug 28

Deadline to file for graduation: Sep 22

Last Day to drop with a grade of "W:" Nov 24

Refer to: [Drops, Withdrawals & Void](#)

Desire-to-Learn (D2L)

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into [D2L](#) through the MSU Homepage. If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

Online Computer Requirements

Taking an online class requires you to have access to a computer (with Internet access) to complete and upload your assignments. It is your responsibility to have (or have access to) a working computer in this class. ****Assignments and tests are due by the due date, and personal computer technical difficulties will not be considered a reason for the instructor to allow students extra time to submit assignments, tests, or discussion postings.*** Computers are available on campus in various areas of the buildings as well as the Academic Success Center. ****Your computer being down is not an excuse for missing a deadline!!*** There are many places to access your class! Our online classes can be accessed from any computer in the world that is connected to the internet. Contact your instructor immediately upon having computer trouble. If you have technical difficulties in the course, there is also a student helpdesk available to you. The college cannot work directly on student computers due to both liability and resource limitations however they are able to help you get connected to our online services. For help, log into [D2L](#).

Change of Schedule

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a 100% refund of applicable tuition and fees. Dates are published in the Schedule of Classes each semester.

Refund and Repayment Policy

A student who withdraws or is administratively withdrawn from Midwestern State University (MSU) may be eligible to receive a refund for all or a portion of the tuition, fees, and room/board charges that were paid to MSU for the semester. However, if the student received financial aid (federal/state/institutional grants, loans, and/or

scholarships), all or a portion of the refund may be returned to the financial aid programs. As described below, two formulas (federal and state) exist in determining the amount of the refund. (Examples of each refund calculation will be made available upon request).

Services for Students with Disabilities

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make an application for such assistance through Disability Support Services, located in the Clark Student Center, Room 168, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to [Disability Support Services](#).

College Policies

Campus Carry Rules/Policies

Refer to: [Campus Carry Rules and Policies](#)

Smoking/Tobacco Policy

College policy strictly prohibits the use of tobacco products in any building owned or operated by WATC. Adult students may smoke only in the outside designated smoking areas at each location.

Alcohol and Drug Policy

To comply with the Drug-Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Midwestern State are informed that strictly enforced policies are in place which prohibit the unlawful possession, use, or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state, and federal law for any offenses involving illicit drugs on University property or at University-sponsored activities.

Campus Carry

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. The new Constitutional Carry law does not change this process. Concealed carry still requires a License-to-carry permit, and openly carrying handguns is not allowed on college campuses. For more information, visit [Campus Carry](#).

Active Shooter

The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the information provided by the MSU Police Department regarding the options and strategies we can all use to stay safe during difficult situations. For more information, visit [MSUReady – Active Shooter](#). Students are encouraged to watch the video entitled “*Run. Hide. Fight.*” which may be electronically accessed via the University police department’s webpage: [“Run. Hide. Fight.”](#)

Grade Appeal Process

Update as needed. Students who wish to appeal a grade should consult the Midwestern State University [MSU Catalog](#)

Syllabus Change Policy:

This syllabus is a general outline of material covered, learning goals, grading procedures, and student performance requirements. Material covered, dates of tests, and percent of total grade may vary as necessitated by the pace material is covered and any unforeseen class interruptions such as weather cancellations, online access issues, or instructor illness.

Tentative Course Calendar

Date	Topic
Aug 25	Syllabus
Aug 25-Aug 31	Chapter 1 (Quiz 1 open, Due Sep 15)
Sep 1	Labor Day
Sep 2-Sep 7	Chapter 2 (Quiz 2 open, Due Sep 15)
Sep 8-Sep14	Chapter 3 (Quiz 3 open, Due Sep 15)
Sep 15 and Sep 16	Exam 1 (based on Chapters 1-3) (open for a 48-hour period on days designated). <u>Also, Online Quizzes 1-3 due by Sep 15.</u> <u>All close 11:59 PM on this day</u>
Sep 16-21	Chapter 4 (Quiz 4 open, Due Oct 6)
Sep 22-28	Chapter 5 (Quiz 5 open, Due Oct 6)
Sep 29-Oct 5	Chapter 6 (Quiz 6 open, Due Oct 6)
Oct 6 and Oct 7	Exam 2 (based on chapters 4-6) (open for a 48-hour period on days designated). <u>Also, Online Quizzes 4-6 due by Oct 6</u> <u>All close 11:59 PM on this day</u>
Oct 7-12	Chapter 7
Oct 13-19	Chapter 8
Oct 20-26	Chapter 9
Oct 27-Nov 2	Chapter 10
Nov 3 and Nov 4	Exam 3 (based on chapters 7-10) (open for a 48-hour period on days designated). <u>Also, Online Quizzes 7-10 due by Nov 3</u> <u>All close 11:59 PM on this day</u>
Nov 4-7	Time allotted to ask me any questions related to presentations. I can review rough drafts of slides and give you feedback in person during office hours or over Zoom by prior request.
Nov 10	Student Presentation Team 1 <u>VERY IMPORTANT: Team members' individual presentation YouTube links are due to me by or before Nov 9, 10 AM.</u> Note: This presentation's discussion board will be open for 48 hours starting 10 am, Nov 10, and will close Nov 12 at 10 am.

Date	Topic
Nov 11	<p align="center">Student Presentation Team 2</p> <p align="center"><u>VERY IMPORTANT:</u> Team members' individual presentation YouTube links are due to me by or before <u>Nov 9, 10 AM.</u></p> <p>Note: This presentation's discussion board will be open for 48 hours starting 10 am, Nov 11, and will close Nov 13 at 10 am.</p>
Nov 12	<p align="center">Student Presentation Team 3</p> <p align="center"><u>VERY IMPORTANT:</u> Team members' individual presentation YouTube links are due to me by or before <u>Nov 9, 10 AM.</u></p> <p>Note: This presentation's discussion board will be open for 48 hours starting 10 am, Nov 12, and will close Nov 14 at 10 am.</p>
Nov 17	<p align="center">Student Presentation Team 4</p> <p align="center"><u>VERY IMPORTANT:</u> Team members' individual presentation YouTube links are due to me by or before <u>Nov 16, 10 AM.</u></p> <p>Note: This presentation's discussion board will be open for 48 hours starting 10 am, Nov 17, and will close Nov 19 at 10 am.</p>
Nov 18	<p align="center">Student Presentation Team 5</p> <p align="center"><u>VERY IMPORTANT:</u> Team members' individual presentation YouTube links are due to me by or before <u>Nov 16, 10 AM.</u></p> <p>Note: This presentation's discussion board will be open for 48 hours starting 10 am, Nov 18, and will close Nov 20 at 10 am.</p>
Nov 19	<p align="center">Student Presentation Team 6</p> <p align="center"><u>VERY IMPORTANT:</u> Team members' individual presentation YouTube links are due to me by or before <u>Nov 16, 10 AM.</u></p> <p>Note: This presentation's discussion board will be open for 48 hours starting 10 am, Nov 19, and will close Nov 21 at 10 am.</p>

Date	Topic
Nov 24	<p align="center">Student Presentation Team 7</p> <p align="center"><u>VERY IMPORTANT:</u> Team members' individual presentation YouTube links are due to me by or before <u>Nov 23, 10 AM.</u></p> <p>Note: This presentation's discussion board will be open starting 10 am, Nov 24, and will close Nov 25 at 11:59PM. <i>(This board closes earlier due to the holidays)</i></p>
Nov 26-28	Thanksgiving Holidays
Dec 1	<p align="center">Student Presentation Team 8</p> <p align="center"><u>VERY IMPORTANT:</u> Team members' individual presentation YouTube links are due to me by or before <u>Nov 30, 10 AM.</u></p> <p>Note: This presentation's discussion board will be open for 48 hours starting 10 am, Dec 1, and will close Dec 3 at 10 am.</p>
Dec 2	<p align="center">Student Presentation Team 9</p> <p align="center"><u>VERY IMPORTANT:</u> Team members' individual presentation YouTube links are due to me by or before <u>Nov 30, 10 AM.</u></p> <p>Note: This presentation's discussion board will be open for 48 hours starting 10 am, Dec 2, and will close Dec 4 at 10 am.</p>
Dec 3	<p align="center">Student Presentation Team 10</p> <p align="center"><u>VERY IMPORTANT:</u> Team members' individual presentation YouTube links are due to me by or before <u>Nov 30, 10 AM.</u></p> <p>Note: This presentation's discussion board will be open for 48 hours starting 10 am, Dec 3, and will close Dec 5 at 10 am.</p>