



Course Syllabus: International Management

Dillard College of Business Administration

MGMT 3353 Section 201

Room 338 Time: 2-3:20 PM

Spring 2026

Contact Information

Instructor: Niyati Kataria, Ph.D.

Office: 204

Office hours: Tuesdays and Thursdays 12:25-1:55 PM and 3:30-5 PM,
Wednesdays 1-5 PM

Office phone: (940) 397-4969

E-mail: niyati.kataria@msutexas.edu

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 & Instructional Materials

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

Additional content is posted to D2L

Study Hours and Tutoring Assistance

Please make an appointment to see me during office hours if you need one on one tutoring assistance.

Learning Goals

- Students will have an understanding of the influence of global and multicultural issues on business activities
 - This is the main goal of this class. Instruction will occur through discussion of each chapter, which have to do with international aspects of management. There will be some application of this skill area in exercises and cases. Each of these items will be assessed as part of the total class point schedule.
- Competency in Speaking Within Common Business Scenarios
 - Students will practice their oral presentation skills in individual presentations that they will present to the class. Assessment: the student's ability to present their perspective will be evaluated and included in the point profile for the course. Students will be expected to actively participate in discussions and answer questions, as well as ask their own during these presentations.
- Problem Solving and Decision-Making Abilities Through Critical Analysis, Evaluation, and Interpretation of Business Information
 - These critical skill areas are practiced through case applications in diagnostic and analytical skills and in cases given to students. They are assessed through the point values given to oral discussion/class participation.
- Students will be able to utilize available technology for common business applications
 - Students will practice this skill area by using word processing, data collection, PowerPoint, and the internet. Assessment is reflected in the evaluation of the report.

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's 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.

Grading

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

Table 1: Points allocated to each assignment

Assignments	Points
Quizzes (10 at 10 pts each)	100
International Management Country Presentation	100
Participation	100
Exams (3 at 33 points each, one bonus point added)	100
Total Points	400

Table 2: Total points for final grade.

Grade	Points
A	360 to 400
B	320 to 359
C	280 to 319
D	240 to 279
F	Less than 240

Quizzes

A multiple-choice question format quiz will be given for each chapter covered. Quizzes will be available to take online from the time they are first posted (usually the day we finish the chapter) till the date of the next exam. Quiz format: 15 minutes, 10 questions, 1 point per question. Quizzes all together represent 25% of your grade. Dates quizzes open and close will appear on the Course Schedule in more detail.

Exams

There will be 3 non-cumulative online exams that will be based on 33 multiple-choice questions (1 point each). Some of these questions may be on article/cases/video clips that were discussed in class. You have 75 minutes for each exam, starting from when you first start the exam on D2L. Exam days will appear on the Course Schedule in more detail.

Projects Required

International Management Presentation: Working in teams of three to four people, 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 you will pick 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. Your team will give the rest of the class a total of a twenty-minute oral presentation accompanied by slides (this means each individual team member will present for five minutes each in a team of four individuals, or 6min and 40s each if the team has 3 people). Each member should have non-overlapping content. You will essentially be training the rest of 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 concepts learnt in class to the country you will be assigned to. At the very minimum, the following should be included and discussed:

MAIN FOCUS:

- 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.
- That country's major industries
- The political and infrastructural issues that might affect doing business with that country.
- Where that country falls on the corruption index and thus related business practices that are or are not acceptable there.
- Worst times to travel to that country for business (major holidays)

- 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 that it would “cut” the relationship)

Your final presentation grade will depend on how well you present, how professional you appear (wear business formal), the content of your presentation and its applicability to the course, how deep vs. superficial your analysis of the Hofstede’s dimensions were, and how well you answered questions posted your classmates (and maybe me) in the individual discussion forum for your country.

Final Exam

Final exam (exam 3) date is listed on the course schedule and will follow the format of the previous two exams. All exams are non-cumulative. Exam 1 is based on chapter 1, 2 and 3. Exam 2 is based on chapter 4, 5 and 6 and Exam 3 is based on chapter 7,8,9 and 10.

Extra Credit

If any extra credit opportunities become available during the semester, these will be announced in class.

Late Work

Unless you have a university-approved reason, I will not accept any late submissions. To have your reason for late work or missing class receive university-approval, please submit all your evidence (e.g., 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 or class due to being sick, someone passing or an injury/accident.

Make Up Work/Tests

Unless you have a university-approved reason, I will not be able to reset any quizzes or exams for you. To have your reason for missing the quiz or exam receive university-approval, please submit all your evidence (e.g., 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.

Important Dates

- Last day for term schedule changes: January 23 2026
- Deadline to file for graduation: February 16, 2026

- Last Day to drop with a grade of "W:" March 4, 2026
- 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.

Attendance

Attendance is deemed essential for this class. Notwithstanding anything herein contained to the contrary, ***any student who has 5 or more absences without proper reason (including supporting documentation) will receive a final grade of F.** Roll is taken during the first three (3) minutes of class. Attendance sheets will be passed around at the beginning of each class. You must only sign for yourself. Signing of the attendance sheet is evidence for class attendance. If you have been counted absent and you notify me at the end of class that you came to class late, your absence will be changed to late. Additionally, in order to not disturb the class, each student is expected to stay seated throughout the entire class period except in case of an emergency. So as not to disturb the class, one should not walk in and out of the classroom during the class session except in an emergency. Cell phone activity, talking, and texting are prohibited. Distracting conversation between students sitting in proximity to each other is prohibited. Missed classes can be made up through email contact with the professor or with other students.

You are expected to attend all sessions. I will take attendance at the beginning of class, and part of how I judge class participation is based on attendance. In addition to the physical presence of your body, I expect that you will actively participate in the many learning activities we will engage in. These include experiential learning exercises, group tasks, and class discussions. Also, it is expected that all students contribute to a healthy, productive learning environment by showing respect for one another. I will use your participation as a quantitative judgment with your grade; in other words, there is a structure of accountability to which you will be held as explained below.

I will assess specific points in this category. Here's what I do. There are 22 classes that you can participate in (i.e. all lecture/presentation classes, not including exam days). I will grade participation for 20 of those classes. In other words, you will be graded each of the 22 days for class participation but will use your 20 best scores to count towards the final participation grade. The grading scale for each day is out of 10 points. To make this part of the evaluation as objective as possible, and more importantly, as equitable as possible,

participation scores will be given for each class period based upon the following scale:

Table 3: Attendance Scale

Points	Description
0	Not in class
3	Disrupting attention
5	Partial attention
7.5	Full attention (FA)
8-8.5	FA with contribution
9-10	FA with contribution demonstrating comprehension

Not in class: if you are not in a class for whatever reason, your participation for that class clearly warrants a score of 0—no other evaluation can be made in such a case and still be equitable to all of those in class. Missing a class has a major impact on the invaluable learning experience that participation in class provides. However, emergencies and unexpected events do arise, and thus, missing a class may be unavoidable. To allow for this reality, the final participation score (i.e., that which counts toward the final overall grade) will consist of the twenty (20) participation scores of the student's choosing.

Disrupting attention: The most common examples of disrupting attention are repeatedly interrupting class with personal business (i.e. cell phones, etc.) and excessive side discussions with classmates.

Partial attention: if you are only able to be there for a part of the class (i.e., if you come more than five minutes late or leave early or intermittently), for a reason not approved by me, again, equity dictates that you receive only partial credit for participation. Other forms of partial attention include, but are not limited to, reading the newspaper, sleeping/nodding off, taking care of some other business during class time (i.e., studying for other classes), text messaging, surfing the internet, having side discussions, etc.

Full attention: involves being in class, following the discussion, but not contributing anything to it (other than your attention).

Contributions: Contributions consist of meaningful additions to the discussion. This inherently requires listening to and respecting other people's points of view (but by no means does this mean that you must agree with them). Also, it means that you should not withhold questions for risk of looking (or feeling) stupid. Relevant questions are always a contribution. Quantity may also play a role here; your contribution to the discussion to help it move along is appreciated. If you contribute outstanding comments and insights into the class discussion, you will earn between 9 and 10 points.

What is participation and contribution?

- raising and answering questions
- sharing ideas, observations, and personal experiences
- pointing out relevant data
- generating potential solutions
- relating and synthesizing ideas of others
- pointing out relationships to earlier discussions
- helping others develop their views and ideas
- not being satisfied with shallow analysis and/or pat answers

A seating chart will be utilized from class 2 onwards and is determined by the seating arrangement of the teams. This grading structure means that if you are excessively absent from class, leave early often, miss key activities, are disrespectful to me or your colleagues or obstructive to smooth class participation, it will significantly affect your participation score and, in turn, your final grade accordingly. Because of the nature of the experiential learning in the class, attendance and participation is critical. This means you can have a raw score of between 0 and 200 points for participation. This will be halved to get a final participation grade out of 100.

Online Computer Requirements

Taking this 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 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 classes' online quizzes and exams can be accessed from any computer in the world which 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](#).

Instructor Class Policies

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, such as experiential learning activities, video clips, and lecture-discussions to your advantage to get the most out of this class. I expect that you

will watch any videos posted on D2L to prepare for quizzes and exams in addition to reading the assigned textbook chapters for that test.

An environment of respect is important to me, and I expect that you will respect both me and the other students in the class. No comments will be tolerated that are rude, demeaning, slanderous, prejudicial, or offensive. I reserve the right to significantly lower the grade (down to zero on hundred for the participation grade) of a person who takes away from a positive and constructive classroom environment. In some cases, I might even remove this person from the class completely.

If there are university-recognized reasons why you will not be able to attend class or complete any 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.

Change of Schedule

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular 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) exists 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 application for such assistance through Disability Support Services, located in the Student Wellness Center, (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 prohibits 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 has 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 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](#)

Course Schedule:

***Notice:** Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.

Week or Module	Activities/Assignments/Exams	Due Date
Week 1 1/20 and 1/22	Syllabus and Chapter 1	Quiz 1 becomes available 1/22 and closes on 2/17, 11:59 PM.
Week 2 1/27 to 1/29	Chapter 2	Quiz 2 becomes available on 1/29 and closes on 2/17, 11:59 PM.
Week 3 2/3 to 2/5	Chapter 3	Quiz 2 becomes available 2/5 and closes on 2/17, 11:59 PM.
Week 4 2/10 to 2/12	Movie screening	N/A
Week 5 (part 1) 2/17	Exam 1 (Online. No class). Complete Online Quizzes 1-3 due.	Exam 1 opens 12 AM on 2/17 and closes 11:59 PM on the same day. Do not come to class this day.
Week 5 (part 2) 2/19	Start Chapter 4	N/A
Week 6 (part 1) 2/24	Finish Chapter 4	Quiz 4 becomes available 2/24 and closes on 3/19, 11:59 PM.
Week 6 (part 2) 2/26	Start Chapter 5	N/A
Week 7 (part 1) 3/3	Finish Chapter 5	Quiz 5 becomes available 3/3 and closes on 3/19, 11:59 PM.
Week 7 (part 2) 3/5	Start Chapter 6	N/A

Week or Module	Activities/Assignments/Exams	Due Date
Week 8 3/10 and 3/12	No class. Spring Break	N/A
Week 9 (part 1) 3/17	Finish Chapter 6	Quiz 6 becomes available 3/17 and closes on 3/19, 11:59 PM.
Week 9 (part 2) 3/19	Exam 2 (Online. No class). Complete Online Quizzes 4-6 due.	Exam 2 opens at 12 AM on 3/19 and closes at 11:59 PM on the same day. Do not come to class.
Week 10 3/24 and 3/26	Chapter 7	Quiz 7 becomes available 3/26 and closes on 5/11, 11:59 PM.
Week 11 (part 1) 3/31	Start Chapter 8	N/A
Week 11 (part 2) 4/2	No class. Easter Break.	Quiz 6 becomes available 3/24 and closes on 5/11, 11:59 PM.
Week 12 (part 1) 4/7	Finish Chapter 8	Quiz 8 becomes available 4/7 and closes on 5/11, 11:59 PM.
Week 12 (part 2) 4/9	Start Chapter 9	N/A
Week 13 (part 1) 4/14	Finish Chapter 9	Quiz 9 becomes available 4/14 and closes on 5/11, 11:59 PM.
Week 13 (part 2) 4/16	Start Chapter 10	N/A
Week 14 (part 1) 4/21	Finish Chapter 10	Quiz 10 becomes available 4/21 and closes on 5/11, 11:59 PM.
Week 14 (part 2) 4/23	Presentations 1 and 2	In-class presentations (25% of grade)

Week or Module	Activities/Assignments/Exams	Due Date
Week 15 (part 1) 4/28	Presentations 3 and 4	In-class presentations (25% of grade)
Week 15 (part 2) 4/30	Presentations 5 and 6	In-class presentations (25% of grade)
Week 16 (part 1) 5/5	Presentations 7 and 8	In-class presentations (25% of grade)
Week 16 (part 2) 5/7	Presentations 9 and 10	In-class presentations (25% of grade)
Finals week 5/ 11	Exam 3	Exam 3 opens online at 12 AM on 5/11 and closes at 11:59 PM on the same day.