



**Course Syllabus: International Management
Dillard College of Business Administration
MGMT 3353 Section X30
Summer 2026**

Contact Information

Instructor: Niyati Kataria, Ph.D.

Office: 204

Office hours: No office hours in person over the summer. Will meet over Zoom with an appointment. Email for availability.

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 readings are posted to D2L

Study Hours and Tutoring Assistance

Please make an appointment to see me via Zoom if you need occasional 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 has to do with international aspects of management. There will be some application of this skill area in discussion post assignments and the presentation. 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 via recorded videos. 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 questions to other presenters 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 discussion questions students have to engage with. They are assessed through the point values given to their written discussion responses.
- Students will be able to utilize available technology for common business applications
 - Students will practice this skill area by using data collection, PowerPoint, tools like Screenpal or Zoom (options), and the internet. Assessment is reflected in the evaluation of their presentation.

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 students' 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
Exams (3 at 33 points each, one bonus point added)	100
International Management Country Presentation	100
Participation in discussion boards	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 based on dates in the syllabus. In the quiz, students are asked to answer 10 questions in 15 minutes. There is one point per correct answer. Quizzes altogether represent 25% of the grade. Dates quizzes open and close will appear on the Course Schedule. Retakes will only be allowed with University-approved paperwork (see late work section).

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 cases or video clips that were discussed in the video lectures posted. Students are given 75 minutes for each exam, starting from when they first start the exam on D2L. Exam days will appear on the Course Schedule. Retakes will only be allowed with University-approved paperwork (see late work section).

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 be assigned 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.

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:

- Cultural dimensions for that country (i.e., cover low/high context language; uncertainty avoidance; individualism/collectivism; time orientation; power distance; long term/short term orientation, task/relationship orientation, masculinity/femininity and 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 to where it might “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 cultural dimensions was, and how well you answered questions posted by your classmates in the individual discussion forum for your country. More details on the presentations (how to make them, how to divide content between team members, how to work in the team, how and when to send presentation to me etc.) will be emailed to you by the end of week 1.

Discussion board participation

I expect that you will actively participate in class discussions online.

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).

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 mentioned in the syllabus. 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, around 200-300 words). Points given will depend on:

1. Thoughtfulness/quality of your answer. This is the primary criteria to earn a good participation grade. This includes the originality of the answer. Any suspicion of using AI will significantly affect this grade.
2. 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 is to score a full 7). Hence there is an incentive to answer the question within the first couple of days of the discussion boards opening rather than waiting for the last day.)

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 your own). I will add 3 bonus points to this score to make it worth a total of 30. Note: very detailed instructions will be sent to you via email and D2L news on how to ask and answer questions for presentations.

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

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 chapters 1, 2, and 3. Exam 2 is based on chapters 4, 5, and 6, and Exam 3 is based on chapters 7, 8, 9, and 10.

Extra Credit

If any extra credit opportunities become available during the semester, these will be announced in class by a post in the News section and an email to students. Usually there are no extra credit opportunities in this class.

Late Work

Students, please note: 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: June 1 2026

- Last Day to drop with a grade of "W": June 17, 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

Students are expected to "attend" class by watching all posted lecture videos. D2L viewing statistics show me who has accessed and watched the videos. PLEASE NOTE: If a student attempts to take quizzes or exams without having watched the videos prior to the attempt, their quiz or exam score could be halved.

Online Computer Requirements

Taking this class requires the student to have access to a computer (with Internet access) to complete all deliverables in this class. It is the student's responsibility to have (or have access to) a working computer. ***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. Students, please note: **Your computer being down is not an excuse for missing a deadline!** Our classes' online quizzes and exams 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](#).

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 other students' presentations 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 the other students and me in the class. No comments will be tolerated that are rude, demeaning, slanderous, prejudicial, or offensive on email, in person, or during class discussion posts. I reserve the right to significantly lower the 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, 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.

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 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.

Day	Activities/Assignments/Exams	Due Date
June 1	Syllabus and Chapter 1	Quiz 1 and discussion 1 becomes available and closes the day Exam 1 closes.
June 2	Chapter 2	Quiz 2 and discussion 2 becomes available and closes the day Exam 1 closes.

Day	Activities/Assignments/Exams	Due Date
June 3	Chapter 3	Quiz 3 and discussion 3 becomes available and closes the day Exam 1 closes.
June 5	Exam 1 (Online. No class). Complete Online Quizzes 1-3 due.	Exam 1 opens at 12 AM on this day and closes at 11:59 PM.
June 8	Chapter 4	Quiz 4 and discussion 4 becomes available and closes the day Exam 2 closes.
June 9	Chapter 5	Quiz 5 and discussion 5 becomes available and closes the day Exam 2 closes.
June 10	Chapter 6	Quiz 6 and discussion 6 becomes available and closes the day Exam 2 closes.
June 12	Exam 2	Exam 2 opens at 12 AM on this day and closes at 11:59 PM.
June 15	Chapter 7	Quiz 7 and discussion 7 becomes available and closes the day Exam 3 closes.
June 16	Chapter 8	Quiz 8 and discussion 8 becomes available and closes the day Exam 3 closes.
June 17	Chapter 9	Quiz 9 and discussion 9 becomes available and closes the day Exam 3 closes.

Day	Activities/Assignments/Exams	Due Date
June 18	Chapter 10	Quiz 10 and discussion 10 becomes available and closes the day Exam 3 closes.
June 19	Presentation 1	Presentation links for Team 1 are due to me <u>by 7 PM the day prior</u>. Late sending (for any reason) will result in loss of points or may not be accepted at all. Links go live, and the discussion forum for this presentation will open on this day at 10 AM and close 48 hours later.
June 22	Presentation 2	Presentation links for Team 2 are due to me <u>by 7 PM the day prior</u>. Late sending (for any reason) will result in loss of points or may not be accepted at all. Links go live, and the discussion forum for this presentation will open on this day at 10 AM and close 48 hours later.

Day	Activities/Assignments/Exams	Due Date
June 23	Presentation 3	<p>Presentation links for Team 3 are due to me <u>by 7 PM the day prior</u>. Late sending (for any reason) will result in loss of points or may not be accepted at all. Links go live, and the discussion forum for this presentation will open on this day at 10 AM and close 48 hours later.</p>
June 24	Presentation 4	<p>Presentation links for Team 4 are due to me <u>by 7 PM the day prior</u>. Late sending (for any reason) will result in loss of points or may not be accepted at all. Links go live, and the discussion forum for this presentation will open on this day at 10 AM and close 48 hours later.</p>
June 25	Presentation 5	<p>Presentation links for Team 5 are due to me <u>by 7 PM the day prior</u>. Late sending (for any reason) will result in loss of points or may not be accepted at all. Links go live, and the discussion forum for this presentation will open on this day at 10 AM and close 48 hours later.</p>

Day	Activities/Assignments/Exams	Due Date
June 26	Presentation 6	<p>Presentation links for Team 6 are due to me <u>by 7 PM the day prior</u>. Late sending (for any reason) will result in loss of points or may not be accepted at all. Links go live, and the discussion forum for this presentation will open on this day at 10 AM and close 48 hours later.</p>
June 29	Presentation 7	<p>Presentation links for Team 7 are due to me <u>by 7 PM the day prior</u>. Late sending (for any reason) will result in loss of points or may not be accepted at all. Links go live, and the discussion forum for this presentation will open on this day at 10 AM and close 48 hours later.</p>
June 30	Presentation 8	<p>Presentation links for Team 8 are due to me <u>by 7 PM the day prior</u>. Late sending (for any reason) will result in loss of points or may not be accepted at all. Links go live, and the discussion forum for this presentation will open on this day at 10 AM and close 48 hours later.</p>

Day	Activities/Assignments/Exams	Due Date
July 1	Presentation 9	Presentation links for Team 9 are due to me <u>by 7 PM the day prior</u>. Late sending (for any reason) will result in loss of points or may not be accepted at all. Links go live, and the discussion forum for this presentation will open on this day at 10 AM and close 48 hours later.
July 2	Exam 3	Exam 3 opens at 12 AM on this day and closes at 11:59 PM.