



Course Syllabus Spring 2026

BMGT 494 – 600 International Business: Portugal

Instructor

Jessie Perius, Ph.D.

Class Time: Tuesday 8:40 – 10:10 a.m. COE Room 423

Office Hours: Tuesday 12:00 – 3:00 p.m.

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Dual Track Course

This class includes both traveling and non-traveling students. Student coursework is outlined in the schedule by track.

Substitution

This course may be substituted for BGEN 360 International Business.

Blended/Hybrid Format (-600)

Blended/Hybrid Modality: This class is delivered partially online in an asynchronous format and partially through face-to-face (F2F) interaction, typically in the classroom. There may also be some synchronous remote requirement. **Both online and F2F interactions are required for the course.** This delivery is characterized by the expectation of reduced F2F class meeting time when compared to the equivalent credit in-person course. (Course registration codes begin with -60)

Modality descriptions are outlined in the MSUB catalog and can be viewed on the CTL webpage:

https://www.msubillings.edu/ctl/teachingresources/online_blended_and_hyflex/modalitydescriptions.htm

Course Texts

The texts for the course are available through the MSUB Library or as an Open Educational Resource (OER). These textbooks will be consulted along with other resources the students feel are relevant to the creation of their course work.

Required

International Business. Author: Carpenter & Dunung. Copyright: 2011.

a. OER Library Link: <https://open.umn.edu/opentextbooks/textbooks/72>

b. Online Link: https://saylordotorg.github.io/text_international-business/

c. PDF Link:

<https://resources.saylor.org/wwwresources/archived/site/textbooks/International%20Business.pdf>

Recommended

Building an Import Export Business. Author: Kenneth D. Weiss. 4th Edition. Link: <https://ebookcentral.proquest.com/lib/msubillings-ebooks/detail.action?docID=331386>

Course Description

This course examines international business through consulting and cultural analysis. It is a dual track course with some students traveling abroad to engage with a live client and collaborate with a student team to provide solutions for the client. Non-traveling students will participate in the initial country specific research to aid their completion of a comparative case study in place of the consulting project.

Learning Outcomes

Learning Outcome 1: Apply international business concepts to real-world challenges

- **Traveling Students:** Work with international student team to analyze a company's challenges and make recommendations.
- **Non-traveling Students:** Conduct an international comparative case study by analyzing challenges faced by a foreign and domestic company in the same industry and make recommendations for both.

Learning Outcome 2: Demonstrate intercultural competence in professional contexts.

- **Traveling Students:** Engage in cross-cultural collaboration and communication during in-person team sessions and through cultural immersion activities in destination country.
- **Non-traveling Students:** Develop intercultural awareness through comparative research on a domestic and foreign company through analysis of cultural factors and global-local differences.

Learning Outcome 3: Communicate professional recommendations effectively.

- **Traveling Students:** Deliver a consulting presentation with international team members to client and MSUB constituents, incorporating findings and recommendations.
- **Non-traveling Students:** Contribute comparative case study findings in the international team presentation to client and MSUB constituents, incorporating local differences and recommendations.

Course Performance Objectives

Following completion of this course, the "A" student should demonstrate proficiency in the skills listed below.

- I. **Communication (oral and written):** Students should be effective communicators in business and professional settings.
 - Oral communication.** Oral communication will be emphasized when meeting in person (virtually or physically) and during end of course presentations.
 - Written communication.** Writing skills will be demonstrated through contributions to written assignments.
- II. **Problem Solving:** Students should be able to determine optimal solutions to business problems.
 - Quantitative skills.** Quantitative business analysis will be demonstrated in the student's written assignments both for the client and the comparative case study specifically in the financial analysis and marketing segmentation sections.

Critical thinking. Students will be expected to apply critical thinking skills to all the assignments.

Technology. Students will demonstrate technology use as they work in teams. Common technology used includes WebEx, GoogleDocs, and PowerPoint.

III. **Ethical Decision Making:** Students should be sensitive to the ethical ramifications of business activities.

As students work collaboratively, they will need to assess the ethical implications of potential recommendations made to the client. Because teams will be comprised of students from various backgrounds, nationalities, and countries, there will not be a clear solution in when certain decisions need to be made. In these cases, faculty feedback will be provided; however, the student team must decide on the best decision, recommendation, or outcome of the action(s) being considered.

IV. **Global Mindset:** Students should be knowledgeable about globalization and cultural differences for businesses.

Global Issues, Markets and Operations, and Cultural Differences. Issues relating to international business, operations, and cultural differences are the basis for the entire course.

V. **Business Knowledge.** Students should possess fundamental knowledge in all core business disciplines.

Students will be required to share the culmination of their business knowledge in completing and presenting their international business expansion plan. Core business topics include Market Research, Legal Decisions, Manufacturing, Operations, and Supply Chain Logistics, and Financial Needs.

Email Policy

Email is part of the everyday business environment. It is expected that students use proper email etiquette when interacting with the instructor and classmates. All emails must include a subject (with the course), a greeting, a message, and a signature from the sender. The first email the instructor receives without all four (4) parts will be sent a response asking the sender to re-send the email with the missing information. After the first re-send request, the email will not receive a further response unless the follow-up adheres to the policy. If a student does not understand what is missing, please call the instructor with questions. *Emails will be returned within 3 business days.*

Performance Evaluation and Grading Policies

Successful students **participate** in the learning process in a **positive manner**. Experience indicates student success is based on **keeping current through reading, completing all assignments when due, and participating in class activities**. In addition, when an unforeseen circumstance occurs, successful students communicate with the instructor as soon as possible so reasonable accommodations can be made. If the instructor is not aware of something, no assistance can be provided. Keep in communication with the instructor when needed.

Student Participation

This is a Hybrid (-600) course, therefore, communication between the student, instructor, and classmates will be critical for success. You are **EXPECTED** to conduct yourself in a professional manner at all times. Disrespectful behavior in the online and physical classroom **WILL NOT** be tolerated. The structure of the course is based on student participation, interaction, and critical thinking. The instructor's role is to facilitate the learning process. Students are expected to be prepared to discuss assigned readings, participate in online discussions, and complete all assignments on time.

Written Assignments

Written assignments are evaluated on grammar, content, completeness, clarity, and format. Proofreading, use of active voice, correct sentence structure, and clearly communicating ideas are important business skills. Writing skills are developed with practice and by making corrections based on feedback. Students are encouraged to use appropriate tools, like spell check to enhance their ability to communicate in writing. Written assignments **must** be *word processed* and will **only be accepted electronically** through the Canvas dropbox. Emailed documents will **not** be graded.

AI Policy

The use of artificial intelligence (AI) is not required in this course. AI is a tool that can be used in business settings but should not be used to complete any of the assignments or discussions in the course. If an assignment is submitted to Canvas, each assignment dropbox has Turnitin enabled. Turnitin will scan for plagiarism and the use of AI in each submission. In addition, discussion posts will be manually run through plagiarism and AI detection software. Any instance of AI usage represented as a student's work will be treated as plagiarism.

NOTE: Plagiarism is academic dishonesty. According to the Code of Student Conduct, when it occurs I have the right and obligation to take appropriate action. The actions I will take are:

1. First instance in **any of my courses** – written reprimand and a zero (F) on the assignment, quiz, discussion, or exam.
2. Second instance or *first instance for a second or third course from me* – a grade of “F” in the course the plagiarism occurred in.

I take plagiarism seriously. I hold a Bachelor of Science in Business Administration – Management option from the MSUB College of Business. The same or similar degree you are pursuing. If you plagiarize, it diminishes the degree I earned and the degree you are pursuing. Failing to learn the content in your courses and take shortcuts by using AI to do your work does not prepare you for the business world. I ask you to maintain academic integrity in this course and the others I teach. If you have any questions on plagiarism, ethical use of AI or a related topic, please contact me.

Late Policy

Assignment due dates are clearly outlined in Canvas and dropboxes are closed upon the due date. No late work will be accepted with the exception of extenuating circumstances.

Extenuating Circumstances Policy

I understand unexpected and unavoidable situations occur during the semester. To support you while maintaining fairness and consistency, the following policy applies to late work:

Unplanned Emergencies – this may include serious illness or injury, family emergencies, natural disasters, or other events beyond your control. You must notify me as soon as possible (ideally within 48 hours of the missed deadline) and provide documentation if requested. Make up deadlines will be determined on a case by case basis.

- Examples of extenuating circumstances – hospitalization or medical emergencies of yourself or someone you are a primary caregiver for, a death in the family of close relative (i.e., parent, child, aunt/uncle, grandparent), a wildfire near your home and mandatory evacuation orders, or being called for military duty.
- Non-extenuating circumstances – work schedule conflicts, athletics practices or pre-planned tournament travel, competing deadlines between classes, beginning an assignment too late resulting in the dropbox closing before you were able to submit the assignment, travel for leisure or vacations, forgetting or confusing due dates between classes, or technology issues.

If a student requests an extension or to be excused from an assignment, approval must be obtained in writing via email. Failure to obtain written approval of the extension or excusal may result in failing

the assignment and a zero in the gradebook. Verbal approvals will not be honored. If verbal approval has been given, written approval must also be requested.

Grading Turnaround

Points are posted in the Grade Book under a heading identifying the week it was assigned. If you completed an assignment and do not see a grade posted within 10 days **after the due date**, please send an email to the instructor. Contact the instructor with any questions or concerns about grades.

Due Dates and Time

All work due dates will be specified in Canvas. Generally speaking, course due dates are Sundays by 11:59 p.m. MST/MDT.

Final grades in this course will be determined on a standard academic scale and recorded as follows:

A	93-100%
A-	90-92%
B+	87-89%
B	83-86%
B-	80-82%
C+	77-79%
C	73-76%
C-	70-72%
D+	67-69%
D	63-66%
D-	60-62%
F	Less than 60%

Course Work Points Breakdown

The point totals for the graded components will be weighted as follows:

Traveling Students Tasks	Non-traveling Students Tasks	% of grade
Collaborative pre-departure research (all students)		20%
In-country research, team collaboration, & client meetings	Comparative case study research/notes/framework drafts	30%
Written client report	Final written case study findings	20%
Collaborative oral presentation (all students)		15%
Class session attendance (all students)		15%

Course Work Summary

All students

- Prior to the traveling group's departure, all students will work together to research the country the students will be traveling to. Some of the topics researched will include analyses of population, culture, economy, and political and legal environment.
- Upon the traveling group's return, all students will work to present their findings and recommendations to the client and MSUB constituents in a blended presentation.
- Class session attendance.

Traveling students

- During their time in the client country, students are required to engage in all client meetings and participate in research collaboration during international team working sessions.

- Upon their return, students will complete their written report to the client continuing to work with their international team members synchronously and asynchronously.

Non- traveling students

- While working on the comparative case study, students will keep a detailed analysis of their research notes and framework for recommendations. They may conduct interviews, consult historical artifact data, or document digital artifacts to inform their recommendations for the company.
- Students will complete their written report with their research findings to blend with the traveling students' report.

University Policies:

All students are expected to take all exams during the scheduled time. Assignments are due on the scheduled due dates.

Incomplete "I" Grade will follow the University Policy as published in the general catalog.

Incomplete "I" Grade: An Incomplete is given only when a student has attended for at least three-fourths of the semester but has been prevented by circumstances beyond his/her control from completing all of the requirements of the course. A student must provide adequate evidence to the instructor as to the reason why he/she was unable to complete the requirements for the course. If a grade of "I" Incomplete has been given, the instructor shall advise the Office of Admissions and Records in writing what the student must do to remove the deficiency. An Incomplete must be made up within one calendar year. An "I" grade is not included in the computation of the GPA. An Incomplete grade not made up in the prescribed length of time automatically becomes an "F" grade. Once the grade of Incomplete has been converted to an "F" grade, the course must be repeated in order for the grade to be changed.

Academic & Behavioral Misconduct:

Will be handled according to the MSU Billings [Student Affairs Policies and Procedures Handbook](#) Part XII, B, 1.

Academic misconduct includes **all acts** of dishonesty in any academically related matter and any knowing or intentional help or attempt to help, or conspiracy to help, another student commit an act of academic dishonesty. Academic dishonesty includes, but is not limited to, each of the following acts when performed in any type of academic or academically-related matter, exercise, or activity.

Cheating - using or attempting to use unauthorized materials, information, study aids, or computer-related information.

Plagiarism - representing the words, data, works, ideas, **computer program or output***, or anything not generated in an authorized fashion as one's own. For the purposes of this policy, a student's own papers submitted to one course are considered 'published,' and submitting them to a second or subsequent course without substantial modification or citation would constitute plagiarism (See APA, 2010).

Fabrication - presenting as genuine any invented or falsified citation or material.

Misrepresentation - falsifying, altering, or misstating the contents of documents or other materials related to academic matters, including schedules, prerequisites, transcripts, and/or misrepresenting personal identification in an online course, which includes, but is not limited to, another person completing course requirements.

When academic dishonesty is alleged to have occurred, the instructor has the right and obligation to take appropriate action, which may include a verbal or written reprimand or warning, a grade of "F" (failure) for the assignment or test involved or a grade of "F" for the course. To initiate this

process, the instructor must discuss the alleged violation with the student at the time of discovery and prior to taking formal action so the student has an opportunity to respond. The instructor may also refer the incident for possible institutional review, as outlined in Part IX, B, 4. If a student wishes to appeal his/her grade, he/she must follow the grade appeal process.

When misconduct of a behavioral nature occurs in the classroom (onsite or online), the instructor has the right and obligation to take appropriate action, which may include a verbal or written reprimand or warning that the behavior may be in violation of the Code of Student Conduct Part IX, B, 2, F (Actions Against Persons or Groups, 4. Disorderly conduct or behavior). Furthermore, failure to comply with a request to cease the disorderly behavior may result in an additional violation Part IX, B, 2, P (Failure to comply with Directions of University Officials). In such case that disorderly behavior continues in the classroom, the instructor may elect to refer the incident for institutional review as outlined in Part IX, B, 4.

*Use of AI tools to replace your work is not acceptable in this course. To provide an example, AI can be used to help you create an outline of ideas but it may not be used to write a paper or complete an assignment for you. This is plagiarism and action will be taken as outlined by the Student Affairs Policies and Procedures Handbook guidelines.

Support Services:

All Support Services can be found here: https://www.msubillings.edu/future/student_services/

Commonly used services include:

Disability Support Services

MSU Billings is committed to providing equal access. If you anticipate barriers related to the format or requirements of this course, please meet with me so that we can discuss ways to ensure your full participation in the course. If you determine that disability-related accommodations are necessary, please contact Disability Support Services (657-2283; located in the College of Education, Room 135). We can then plan how best to coordinate your accommodations.

Academic Support Center

The ASC is committed to ensuring that MSUB's students achieve their educational objectives by offering a comprehensive collection of programs and services designed to promote improved academic performance. The University Campus ASC (located in the Student Union Building) and the City College ASC (located in the Tech Building) are open Mon-Fri from 9am-4pm.

The ASC provides free tutoring at both locations (and online through our virtual platform), with Drop-in Tutoring for Math and Writing available at all times during regular operating hours and Tutoring by Appointment available to assist with a variety of specialty subjects. The ASC also offers Supplemental Instruction to support targeted courses and sponsors a Peer Mentoring program.

For more information about all ASC resources, please call us at 406-657-1641, email us at academicsupportcenter@msubillings.edu, or visit our website at www.msubillings.edu/asc

Student Support Services TRIO

SSS TRIO provides support for students seeking academic development and assists students with basic college requirements by motivating students toward successful completion of their college careers. Eligible students are working toward a bachelor's degree at MSUB and must be low income (Pell grant eligible), first generation (neither mother nor father have a bachelor's degree, or disabled (physically, mentally, emotionally). We provide the following free

services: peer mentoring, tutoring (one-on-one or group), equipment check-out, free printing and copying, access to computers, referrals to community organizations and agencies, workshops, study skills, and much more. Visit us in the Library Room 141, call 406-657-2162, email l.gittingscarlson@msubillings.edu, or visit <http://www.msubillings.edu/sss/> to learn more.

Veterans Upward Bound (VUB)

VUB is an education program that assists veterans with the process of enrolling in college and then **provides support and services while they are enrolled. We are here to make the transition from soldier to student a little easier and to help veterans who are new to MSUB, and City College connect with other student veterans on campus.** We offer academic refresher classes and supplemental tutoring, help in navigating the college enrollment process, and guidance in applying for VA educational benefits and financial aid. We conduct workshops, host summer day trips, and sponsor local activities. We make referrals to help veterans connect with community resources. All of our services are free to veterans enrolled in our program and any supplies necessary are provided. **VUB is located on the first floor of Cisel Hall** (between the parking garage and tennis courts on North 27th) on the MSUB campus. Please stop by, check out our study areas and student/staff break room, and learn more about our services. Contact us at 406-794-3244 or visit our webpage at www.vubmt.com for complete program information.

Military and Veterans' Success Center

The Military and Veterans' Success Center assists military affiliated students throughout their college career. Military affiliated students include active duty, Guard, and Reserve members, veterans, and dependents of veterans. We provide military affiliated students with support services and connect them to resources to aid in their college success. We have a veterans' lounge on both MSU Billings and City College campuses where veterans can relax, study, eat lunch and meet other veterans. Lounges are equipped with comfortable furniture, refreshments, and printers and scanners for free student use. Veterans can connect with other veterans and discover the support services that are available to them. On MSUB campus, we are located on the first floor of the **College of Education, Room 106** and in the **Tech Building on City College campus**. For more information call 406-657-2968 or email msubvets@msubillings.edu.

Native American Achievement Center (NAAC)

The staff helps American Indian students succeed by providing advocacy and assistance in navigating campus and community services. The Center also provides students with a Native inspired setting that serves as a home away from home.

Student Health Services

Student Health Services provides high-quality, cost-effective health care and mental health counseling with an emphasis on health education and wellness initiatives to promote and enhance student success. The Student Health Center has a mental health counselor available to all students.

University Campus – 2nd Floor Petro Hall; City College Campus – 2nd Floor Tech Building

MSUBillings Student Software

There is a variety of software available to students as part of tuition and fees. More information can be found at: <https://www.msubillings.edu/it/software/student.htm>

BMGT 494-600 International Business: Portugal Spring 2026 Tentative Schedule – Traveling Students

Week	Class Days	Contact Hrs	Topic	Assignment(s)	Due Date(s)
Week 0	TBD	4.5	OIS Pre-Departure Orientation		
Week 1	Th 1/15	1.5	Introductions, Syllabus, & Course Overview CH 2: Int'l Trade & FDI	Introduction Discussion (in - class)	Jan 18 @ 11:59 p.m.
Week 2	T 1/20	1.5	CH 3: Culture & Business CH 4: World Economies	Report – Population/Social/Culture Portugal Research	Jan 25 @ 11:59 p.m.
Week 3	T 1/27	1.5	CH 5: Glob & Reg Econ Development CH 6: International Monetary System	Report – Infrastructure & Economic Env. Portugal Research	Feb 1 @ 11:59 p.m.
Week 4	T 2/3	1.5	CH 7: Foreign Exchange & Global Capital CH 8: Int'l Expansion	Report – Political, Legal, Bus Env Portugal Research	Feb 8 @ 11:59 p.m.
Week 5	T 2/10	1.5	CH 9: Exporting, Importing, Global Strategy CH 10: Strategy & Int'l Business	Report – Market Research Portugal Research	Feb 15 @ 11:59 p.m.
Week 6	T 2/17	1.5	CH 14: Competing Effectively: Mktg CH 13: Global Innovation & SCM	Report – Marketing & Legal Decisions	Feb 22 @ 11:59 p.m.
Week 7	No class		Prepare for departure		
Spring Break	3/2-3/6	26.5	General Course Work Outline M, T, Th, F: Work @ ISPGAYA 8:30am – 1pm (22) W: Factory visit 8:30am – 5:30pm (9/4.5 ch)	Company Overview	Mar 6 @ 5:00 p.m. WET
Week 8	No class		Rest from travel	Travel debrief assignment	Mar 15 @ 11:59 p.m.
Week 9	T 3/17	1.5	CH 12: Global Talent Mgmt CH 15: Finance & Actg in Comp. Advantage	Report – Manufacturing & Operations	Mar 22 @ 11:59 p.m.
Week 10	T 3/24	1.5	Continue report	Report – Personnel Strategies	Mar 29 @ 11:59 p.m.
Week 11	T 3/31	1.5	Finalize report information Presentation prep	Report – Financial & Implementation	Apr 6 @ 11:59 p.m.
Week 12	T 4/7 Th 4/9	3	Presentation	Collaborative Presentation	Apr 12 @ 11:59 p.m.
Week 13	T 4/14	1.5	Debrief	Report – Final Project Submission	Apr 19 @ 11:59 p.m.
Week 14	No class				
Week 15	No class				

Estimated Contact Hours: 49

BMGT 494 classmate collaborative weeks: 1, 2, 3, 4, 5, 12