



TEXAS A&M UNIVERSITY
SAN ANTONIO

**International Management
MGMT 4331
Advanced Honors Seminar 3300, 901
Spring 2026**

Instructor: Dr. Douglas H. Carter

Office location: BLH 441N

Class location: BLH 362

Office hours: Tuesday – 2pm – 5:45pm

Class time: Thursday 7:30pm to 8:45pm

Thursday – 5pm – 5:45pm

Monday & Wednesday – 2pm – 5pm by Appointment via Zoom

Additional Hours Available via Zoom by Appointment

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Syllabus is subject to change. Last update 20 January 2026

Course Description

This course examines the scope of managing organizations in a global world associated with the shift to a more integrated and interdependent world economy. It provides an examination of the planning, control and influence mechanisms necessary to manage the components of globalization, including markets, production, services, sourcing and intellectual capital.

Course Objectives/Learning Outcomes

By the end of the course, the students should be able to:

1. Explain the implications of globalization for countries, industries, firms, and communities.
2. Using the typologies of Hofstede and the GLOBE Project, explain how the culture of one group of people can be distinguished from that of another, and the implications of these differences for international management.
3. Describe the challenges of effective cross-cultural negotiation and communication for managing across cultures.
4. Analyze the concept of Corporate Social Responsibility in organizational decision-making.
5. Describe the different practices used for recruiting, selecting, training, motivating, and deploying employees internationally, including the challenges of expatriate placement and repatriation.
6. Develop an appreciation of the macro/micro perspective of international management.

Textbook

Luthans, F. & Doh, J. (20231). *International Management: Culture, Strategy, and Behavior*. 12th ed. McGraw-Hill.

Grade Determination

Assignment	Weight
Introduction Video	2
Self-Assessment and ABA	11
Assignments	16
Assessments	25
SB Reading Assignments	16
Final: Presentation and Reflection Paper	25
Attendance	5
Total	100

Letter Grade	Numeric Breakdown
A =	90.00-100%
B =	80.00-89.9%
C =	70.00-79.9%
D =	60.00-69.9%
F =	Below 60%

Course Assignments

Instructions for assignments are posted under Assignments on Canvas. **Late assignments will not be accepted without prior approval from the professor and will incur a 20% grade reduction.** Errors in grammar, usage, and spelling will incur a penalty of up to 10% of the grade.

Final: Cultural Presentation and Reflection Paper

Your team will select a country, and you will represent the National Chamber of Commerce for that country. You will develop a presentation to sell the idea of doing business with your country to a group of potential investors from south Texas. You will be provided with an example presentation power point slide deck to assist you with the presentation. A key element of your presentation is to create a cultural experience for potential investors. (Group Project)

A reflection paper is your identification of the main themes of the readings integrated with your classroom experience and how both affect your thinking and practice. A reflection paper is your chance to add your thoughts and analysis to what you have read and experienced. A reflection paper is meant to illustrate your understanding of the material and how it affects your ideas and possible practice in the future (IIRP Tips on Writing Reflection Papers). (Individual Project)

Semester Calendar

Week	Day	Topics	Assignment for class date
Week 1 01/20 - 01/25	R	Introduction to course Culture Quiz Chapter 1: Globalization and International Linkages	Read Chapter 1 Smart Book, Assignment/Application-Based Activities and Chapter Assessment: Due: EOD Feb 01
Week 2 01/26 - 02/01	R	Chapter 3: Ethics, Social Responsibility, and Sustainability	Read Chapter 3 Smart Book, Assignment/Self-Assessment/Application-Based Activity/Assessment: Due EOD Feb 01
Week 3 02/02 - 02/08	R	Chapter 4: The Meanings and Dimensions of Culture	Read Chapter 4 Smart Book, Assignment/Assessment: Due EOD Feb 08
Week 4 02/09 – 02/15	R	Chapter 5: Managing Across Cultures	Read Chapter 5 Smart Book, Assignment/Assessment: Due EOD Feb 15
Week 5 02/16 - 02/22	R	Chapter 6: Organizational Cultures and Diversity	Read Chapter 6 Smart Book, Assignment/Self-Assessment/Self-Assessment/Assessment: Due: EOD Feb 22
Week 6 02/23 - 03/01	R	Chapter 7: Cross-Cultural Communication and Negotiation	Read Chapter 7 Smart Book, Assignment/Application-Based Activity/Self-Assessment/Assessment: Due EOD March 02
Week 7 03/02 - 03/08	R	Chapter 8: Strategy Formulation and Implementation	Read Chapter 8 Smart Book, Assignment/Assessment: Due EOD March 09

Week 8 03/09 - 03/15	R	No Class – Spring Break	
Week 9 03/16 - 03/22	R	Chapter 9: Entry Strategies and Organizational Structures	Read Chapter 9 Smart Book, Assignment/Application-Based Activity/Application-Based Activity/Assessment: Due EOD March 15
Week 10 03/23- 03/29	R	Chapter 10: Managing Political Risk, Government Relations, and Alliances	Read Chapter 10 Smart Book, Assignment/Assessment: Due: EOD March 22
Week 11 03/30 - 04/05	R	Chapter 11: Management Decision and Control	Read Chapter 11 Smart Book, Assignment/Assessment Due: EOD March 29
Week 12 04/06 - 04/12	R	Chapter 12: Motivation Across Cultures	Read Chapter 12 Smart Book, Assignment/Assessment: Due EOD April 13
Week 13 04/13- 04/19	R	Team Presentations	TBD
Week 14 04/20- 04/26	R	Recorded Lecture: Chapter 13: Leadership Across Cultures	Read Chapter 13 Smart Book, Assignment/Application-Based Activity/Self-Assessment/Assessment: Due: EOD April 20
Week 15 04/27 – 05/03	R	Team Presentations	TBD
Week 16 04/28 - 04/30	R	Final: Submit Final Paper of Presentation Due by 8:00pm, 07 May 2026	Incorporate the feedback, prepare and submit your Final Paper on Blackboard

Assignments

All material submitted will be typed in APA format, spell checked, on time, and stapled. Homework due dates are listed on syllabus. Assignments must be turned in on time; late assignments will not be accepted. Students participating in university scheduled activities may pre-arrange to turn in homework prior to the class period the homework is due. **Note:** The writing skills are a component of the student's grade on the written assignments. Specifically, an evaluation of the writing component considers readability grammar, spelling, appropriateness, and thought.

Attendance Policy

Class attendance and participation are required and will affect course grade. If a student must miss a class because of an emergency work commitment, illness, or family emergency, homework should be submitted to Canvas before class. Make up assignments may be provided for excused absences if requested by the student. The student is responsible for the material and/or exercises covered in the missed class. The professor may process a Withdrawal for a student who misses the equivalent of three classes.

Cell Phone and Computer Policy

Please turn off all cell phones or place them silent. Texting/Tweeting/X's is distracting to both me and your classmates, and repeated violations will result in you being asked to take your conversation offline. Unless it is relevant to our current conversation, please refrain from random Internet surfing, Facebook updates, etc. during class. If you are not participating in class or doing other activities not related to this class, you will be asked to leave and/or it will be reflected in your participation grade. Otherwise, feel free to use your computer to take notes and do relevant surfing in class.

Business Ethics

Reflection on the ethical impact of business decisions will be an integral part of this course. You will have the opportunity to participate in discussions that will enhance your ability to make reasonable ethical choices.

IMPORTANT POLICIES AND RESOURCES

University Email Policy and Course Communications: All correspondence between professors and students must occur via University email accounts. You must have your Jaguar email account ready and working. If it is not working, contact the help desk at helpdesk@tamusa.edu or at 210-784-HELP (4357). If you don't hear back within 48 hours, contact them again. They have many requests during the first part of the semester, so you may need to follow up with them.

Academic Accommodations for Individuals with Disabilities: Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us at the [website](http://www.dss.tamusa.edu) or email us at dss@tamusa.edu. Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their academic accommodations with Disability Support Services and their instructors as soon as possible.

Academic Learning Center: All currently enrolled students at Texas A&M University-San Antonio can utilize the Academic Learning Center for subject-area tutoring. The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online

tutoring platform. Brainfuse can be accessed in the *Tools* section of Blackboard. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu, calling (210) 784-1307, or visiting the Central Academic Building, room 202. Online tutoring is also available for after hours and weekend assistance.

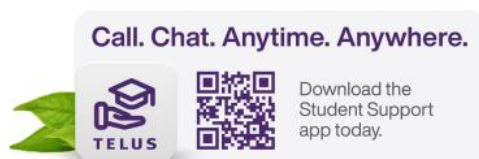
While tutoring hours may change based on tutor schedules and availability, the current tutoring hours for MATH in the ALC are as follows:

	Appointments available	Walk in Tutoring – No appointment needed
MONDAY	8 am – 6 pm	9 am – 5 pm
TUESDAY	8 am – 6 pm	9 am – 5 pm
WEDNESDAY	8 am – 6 pm	9 am – 5 pm
THURSDAY	8 am – 6 pm	9 am – 5 pm
FRIDAY	8 am – 5 pm	11 am – 4 pm

Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, visit our website, call 210-784-1331 or visit Madla 120 between the hours of 8:00 AM and 5:00 PM.

All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. *Crisis support is available 24/7/365 by calling the SCC at 210-784-1331 or through the TELUS student support App.*

The TELUS Student Support App provides a variety of mental health resources to including 24/7/365 support for in the moment distress, crisis support, an anonymous peer-to-peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing.



Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio's mass notification system. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text message, email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com/>. More information about Emergency Operations Plan and the Emergency Action Plan can be found [here](#). Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900.

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun

attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended by the published Census Date (the first week of class). Any student receiving federal financial aid who does not attend prior to the published Census Date (the first week of class) will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

Jaguar Writing, Language, and Digital Composing Center (WLDCC): The Jaguar Writing Center provides writing support to graduate and undergraduate students in all three colleges as well as faculty and staff. Writing tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. The Writing Center offers face-to-face, synchronous online, and asynchronous digital appointments. Students can schedule appointments with the Writing Center in JagWire under the Student Services tab. Click on “Writing, Language, and Digital Composing Center” to make your appointment. Students wanting to work in realtime with a tutor can schedule an “Online Appointment.” Students wishing to receive asynchronous, written feedback from a tutor can schedule an “eTutoring” appointment. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our [website](#). The Writing Center can also be reached by emailing writingcenter@tamusa.edu.

Meeting Basic Needs: Any student who has difficulty affording groceries or accessing sufficient food to eat every day or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to submit a [CARE report](#) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources. A food pantry is available on campus; click [here](#) for hours and contact information.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the Patriots’ Casa building, room 202, or to contact the Office of Military Affairs with any questions at military.va@tamusa.edu or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the wide variety of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or course work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student’s GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as “F” grades and will impact the student’s GPA.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual on our campus and within our state, nation, and world. All decisions and actions involving students and employees are to be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination

prohibited by this statement are encouraged to contact the University's Civil Rights Officer at 210-784-2061 or titleix@tamusa.edu.

Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking based on sex, know that help and support are available. A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment, sexual violence, or other related sex-based misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamusa.edu, 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide such reasonable accommodations to pregnant students as would be provided to a student with a temporary medical condition that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status (titleix@tamusa.edu; 210-784-2061; CAB 439K).

Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources. Young Jaguars can support parenting students with daycare if students meet this criteria: (1) must be enrolled in classes at Texas A&M-San Antonio in the current semester, (2) must be Pell eligible or a single parent, (3) child(ren) must be aged 3 to 12-years-old, and (4) child(ren) must be enrolled in Pre-K-3 through 6th grade. For more information, please contact Young Jaguars at youngjaguars@tamusa.edu or call (210) 784-2636.

Students' Rights and Responsibilities: The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

Students' Rights

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, and pregnancy/parenting or veteran status in accordance with applicable federal and state laws.
3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.
4. Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.

Students' Responsibilities

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty, and administration.
2. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, [Student Code of Conduct](#), on our website, and University Catalog, and to comply with them, as well as with federal, state, and local laws.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide a safe environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notifications.

We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, or disability. Conduct that infringes on the rights of another individual will not be tolerated.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the [Student Code of Conduct](#) or visit the resources available in the [OSRR website](#)

Important Spring 2026 Dates:

Dates	Event
January 13	Tuition & Fee Payments deadline
January 19	Martin Luther King, Jr. – No Classes

January 20	First day of class
February 4	Census date
February 23-March 6	Midterm grading period
March 9-March 14	Spring Break
April 3	Study Day – No classes
April 17	Last day to drop with an automatic “W”
May 1	Last day to drop a course or withdraw from the University
May 4	Last day of classes
May 5	Study Day – No classes
May 6-May 12	Final exams
May 19	Commencement

The complete [academic calendar](#) is available online

**** Use of artificial intelligence (AI) tools, including ChatGPT, is permitted in this course for students who wish to use them. To adhere to our scholarly values, students must cite any AI-generated material that informed their work (this includes in-text citations and/or use of quotations, and in your reference list). Using an AI tool to generate content without proper attribution qualifies as academic dishonesty and violates Texas A&M-San Antonio’s standards of academic integrity.**

Syllabus Receipt Form
Spring 2026_Carter

I have read and understand the rules and policies and agree to abide by the same for MGMT 4331 International Management/Advanced Honors Seminar 3300 901.

Name: _____ Date: _____
(please print)

Signature: _____

This form will be completed on your first-class day and handed in to your professor.