



MGMT 5351.600 International Business Mgmt CRN 23576 Spring 2026
Department of Management and Marketing, College of Business
Course Syllabus

Class Meeting Time and Place: Online Synchronous- Wednesday 7:30 pm to 8:45 pm.
Class Duration: Jan 20, 2026 - May 12, 2026
Instructor: Dr. Daniel Glaser-Segura,
Office: BLH 441 K - and from Dr. Dan's house.
Tel: 210-784-2324 – if you leave a message, I should be able to receive it at home as a recording. Mobile- 210 365 6021
E-Mail: dglaser@tamusa.edu. **Do not email via Blackboard**
Student emails will receive a reply within two business days.
Course Website: <https://tamusa.blackboard.com/>
Office Hours: Office hours: Tue and Wed 9:30 am to 12:30 pm and by appointments.

Catalog Course Description: Strategic and management issues that arise in international management including culture, corporate strategy and structure, cross-cultural communication, behavioral, negotiation, ethical, corporate social responsibility, risk, government relations, and other management issues.

Restrictions: Enrollment is limited to Graduate level students.

Student Learning Outcomes:

After successful completion of this course, students will be able to:

1. Analyze the influence of the political, legal and technological environments on globalization.
2. Appraise the issues associated with ethics and social responsibility in an international arena.
3. Examine the role that culture plays in international business activities.
4. Evaluate suitable strategic methods employed by businesses that operate internationally.

AACSB Assessment:

The College of Business is in the process of applying for AACSB accreditation. As part of that process, students will be assessed on program level outcomes based on course outcomes from various courses. The materials from this course may be used for assessing such program level outcomes, and hence students must follow the necessary rigor to ensure mastery of the above course outcomes.

Required Materials:

Textbook: International Management: Culture, Strategy and Behavior. 12Ed Luthans Boston, Mass: Irwin/McGraw-Hill. This book is available as an e-book and requires Connect with Proctorio. ISBN 9781266437304

- **Blackboard Ultra:** Connect to <http://tamusa.blackboard.com>. You will have lecture notes and other supplementary materials in Blackboard.
- **Time:** You are expected to spend 5-9 hours per week for the course. Based on the background, some student may require more time. Time spent may be longer when assignment/exams are due.

Other Recommended / Reading Materials: Additional reading materials are available on the course website as recommended by the instructor.

Course Requirements every student must fulfill in order to succeed in course:

1. Students should check the Course Calendar, Announcements, and Messages (e-mail) systems in Blackboard on a regular basis.
2. Students should keep current with all course assignments, and examinations.
3. Students should ask questions and communicate with the instructor either in Dr Glaser's office, online or off-line
4. Students should remember that hybrid courses assume greater responsibility by the student for their own learning outcomes.

Grading Policy: The final course grade will be based on your performance on the quizzes, exams, assignments and class participation using the following weights:

Case Assignments (5 per team)	20%
Exams (3 exams)	40%
Country Comparison (Individual)	10%
Smartbook, homework, exercises, and other assignments in Connect	30%
Total	100%

The final letter grades will be assigned as follows: Above 90% \Rightarrow A; 80 – 89% \Rightarrow B; 70 – 79% \Rightarrow C; 60 – 69% \Rightarrow D; Below 60% \Rightarrow F.

Connect Assignments including Smartbook: The first task in each chapter lesson should be to read the Smartbook assignment in Connect. You should follow up with the other assignments in each Connect Chapter module. Smartbook and other Connect assignments will be available online for one week. There will be no makeup opportunities for missed assignments. Stay up to date with all chapter assignments. Connect will be accessible in Blackboard under the Content from Connect tab.

Tests: You will have three tests during the semester and these will be administered via Proctorio, which is a learning integrity resource designed to protect the integrity of this course's assessments.

You'll be able to see which assignments in Connect include Proctorio settings because they will be clearly labeled with "Proctoring Enabled" in the assignment title. Proctorio includes a recording of video, audio, and screen activity. ***The Proctorio system requires a webcam and a microphone.*** If your computer is not up to standards, you may take your exams on campus. Approximately one week before your tests, you will have access to a practice test. These practice tests are taken from the same test bank as the proctored tests. You are encouraged to use a practice exam to test your knowledge prior to taking an exam.

Each test will consist of 40 multiple choice questions and two to four essay questions covering textbook material, Connect exercises, and cases.

Case Analysis and Presentation: Each student will be responsible for preparing a written case solution. That is, each student will prepare 3 cases this semester.

Your case solutions will follow the format listed below. There are four major parts. The first part discusses the setting. The second part tells us about the problem. The third part tells us about the conceptual tool on how to solve the problem. It is expected that you will use some conceptual or analytical tool as presented in the textbook to solve the case. Your analysis will adhere to the following format:

- I. Major Facts- Who are the actors and what is the setting (company name, size, job titles of actors, and other pertinent info)? *Do not repeat information from your case word-for-word as this may constitute plagiarism.]* This part of the case solution will be about two to three paragraphs.
- II. Major Problem- What is the nature of the challenge? In some of the cases used in this class there is a plethora of information given about various problems and issues and you will provide a concise description. As with section I, Section II of the case solution will be about 3 to 4 paragraphs.
- III. Describe the conceptual/analytical tool. The tools used in international management deal with ethics, culture, and other soft-management approaches to managing in both the US as well as in other countries. The conceptual tools are discussed at length in the chapters for which the cases are assigned. In the first case, *Advertising or Free Speech? The Case of Nike and Human Rights*, Nike is confronted by **ethical** considerations at home and abroad that support the notion that human rights in one location may not always be considered universal. You should identify the conceptual tool and explain how you would use it to solve the case. This section shows the reader that you are able to apply the right tool or understanding of the chapter readings to solve the problem at hand. Here, you may use up to half a page explaining the conceptual tool and how you would employ it to solve the problem.
- IV. Answer all questions listed in the case. Write the question and answers.

The written report will range from 3-5 double spaced, typewritten pages, plus any additional appendix, charts, figures, and references that help to build your solution. These case solutions will be uploaded to the appropriate Turnitin portal for grading.

Research/Special topics Papers. Research and write a paper: Country Comparison Specific notes on the preparation of these papers will be distributed later in class.

Artificial Intelligence (AI) Policy. Use of Generative AI Permitted Under Some Circumstances or With Explicit Permission

There are situations and contexts within this course where you may be asked to use artificial intelligence (AI) tools to explore how they can be used. Outside of those circumstances, you should not use AI tools to generate content (text, video, audio, images) that will end up in any student work (assignments, activities, discussion responses, etc.) that is part of your evaluation in this course. Any student work submitted using AI tools should clearly indicate with attribution what work is the student's work and what part is generated by the AI. In such cases, no more than 25% of the student work should be generated by AI. If any part of this is confusing or uncertain, students should reach out to their instructor for clarification before submitting work for grading. Use of AI-generated content without the

instructor's permission and/or proper attribution in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

Make up and Late Assignment/exam/quiz policy:

As a general rule, make-ups or late submissions will NOT be offered or accepted for any missed assignments/exams/quizzes. Late submissions or make-ups may be accepted/administered only in extraordinary circumstances such as an excused official university activity, a severe illness, or a dire emergency. Travel for work is not covered. However, you must provide comprehensive documentation either before or within a few days of the missed assignment/quiz/exam.

Class conduct and civility code: Everyone in class is expected to follow all rules in the student handbook, as well as common courtesy during classroom lectures and discussions in class and online, including the following:

1. Attendance will be taken at the beginning or the end of the class.
2. It is the students' responsibility to obtain and be able to use the required materials and software for this class.
3. Student must retain copies of all assignments and graded work for verification purposes. Keep copies of all computer files and e-mails.
4. Talking while the instructor is lecturing is extremely disruptive and discourteous to the instructor and other students.
5. Using computers or phones (except for a valid urgent need) during class for a purpose not related to class is disruptive. All cell phones and gadgets should be turned off and headphones removed.
6. For any questions about the exams and assignments, a student should contact the instructor, before the day they are due, so the instructor may have enough time to provide feedback.
7. All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account. The instructor will reply to a student e-mail messages and voice messages within 24 hours during week days (Monday-Friday).
8. All assignment submissions must be uploaded to Blackboard by the due date.

Anyone violating these policies may be subject to disciplinary actions. The course is intensive and challenging and you are expected to master the materials presented in class. The structure of the class makes your individual study and preparation outside of class extremely important. Reading the assigned chapter(s) and having some familiarity with them before class will be very useful for understanding lectures.

Spring 2026 MGMT 5351.902 Online Synchronous

The provisions and information set forth in the schedule below are intended to be informational and not contractual in nature. The instructor reserves the right to amend, alter, change, delete or modify the provisions of the schedule.

Date	Topic	Assignments
1/21		Intro to Class- Syllabus, Connect. Discuss Country Comparison assignment, and how to do a case.
1/28	Ch 1 Globalization and International Linkages	SmartBook Ch1 and Connect exercises (Due 2/3 Midnight), Lecture
2/4	Ch 2 The Political, Legal, & Technological Environment	SmartBook Ch 2 and Connect exercises (Due 2/10 midnight), Lecture. Case 1. Brief Integrative Case 1.1 Coca Cola in India p. 99 due 2/3 midnight
2/11	Ch 3 Ethics, Social Responsibility, & Sustainability	SmartBook Ch 3 and Connect exercises (Due 2/17 midnight), Lecture. Discussion about using APA and How to Avoid Plagiarism. Case 2. Brief integrative Case 1.2: TOMS Puts Its Best Foot Forward p.106 Due 2/10 midnight
2/18	Ch 4 The Meanings and Dimensions of Culture	SmartBook Ch4 and Connect exercises (Due 2/24 midnight), Lecture Prepare Review and Discussion Questions from textbook p. 61 Questions 1-5. 3-5 pages double spaced. Write question and answer. Upload to Turnitin 2/24 by midnight.
2/25	Country Comparison	Lecture on Country Comparison. The country comparison assignment is due by 2/24 midnight. Test 1. Ch 1- 4 on 2/22, 2026, 7:00a -11:59p. 40 Multiple Choice questions worth 80 points, 4 short answer questions worth 5 points each (20).
3/4	Ch 5 Managing Across Cultures	SmartBook Ch5 and Connect exercises (Due 3/10 midnight), Lecture.
3/11		Spring Break March 9-14, 2026
3/18	Ch 6 Organizational Cultures and Diversity	SmartBook Ch6 and Connect exercises (Due 3/24 Midnight), Lecture. Case 3. Brief Integrative Case The X Culture Project p. 249. Due 3/17 midnight.
3/25	Ch 7 Cross-Cultural and Negotiation	SmartBook Ch7 and Connect exercises (3/31 Midnight), Lecture.
4/1	Ch 8. Strategy Formulation and Implementation	SmartBook Ch9 and Connect exercises (Due 4/7 midnight), Lecture.
4/8	Ch 9 Entry Strategies and Organizational Structures	SmartBook Ch9 and Connect exercises (Due 4/14 midnight), Lecture. Test 2. Ch 5, 6, 7, 8 Apr 5, 7:00a -11:59p. 40 Multiple Choice questions worth 80 points, 4 short answer questions (5 points each) worth 20 points.
4/15	Ch10: Managing Political Risk, Govt Rels, & Alliances	SmartBook Ch10 and Connect exercises (Due 4/21 midnight), Lecture. Case 4. Brief Integrative Case 3.1 Google in China p. 405. Due 4/14
4/22	Ch 12 Motivation across Cultures	SmartBook Ch12 and Connect exercises (Due 4/28 midnight), Lecture. Internet Exercise: Motivating Potential Employees. Due 4/21 midnight
4/29	Ch 13: Leadership across Cultures	SmartBook Ch13 and Connect exercises (Due 5/5 Midnight), Lecture. Case 5. Brief Integrative Case 4.1 IKEA's Global Renovations p. 552 Due 4/28 midnight
5/6	Final Exam	Test 3. Ch 9, 10, 12, 13. 40 Multiple Choice questions worth 80 points, 2-4 Essay questions worth 20 points. May 3, 2026, 7:00a -11:59p Maximum of 60 minutes.

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](#) 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