



Global Human Resource Management

Instructor: Ralph A. Rodriguez, Ph.D., SPHR

Office: 215D Janice H. Levin

Office Hours: Tues. 2:00 – 3:30 PM; Fri. 2:00 – 3:30 PM; and by appointment

Email: ralpharodriguezphdsphr@gmail.com

Telephone: (973) 500-8789

Global HRM 37:533:315:01	TIL 204	Monday Thursday	8:40-10:00 AM
Global HRM 37:533:315:02	LSH A142	Monday Thursday	10:20-11:40 AM

COURSE OVERVIEW:

This course explores the economic drivers of international business management, the strategic orientation of organizations in capturing these economic benefits, and the role of human resource management in ensuring that human capital can “make it happen” dependably and sustainably, even given the very dynamic context of international relations. We will consider the context of international human resource management, including topics on culture, compensation and benefits, international organizations and their structures, international assignment management and the legal and regulatory considerations that global organizations face. This course will help students compare and contrast operations of domestic versus international businesses and how business practices need to be adapted to operate successfully in foreign markets. Specifically, this course is about: 1) Global strategy/structure; 2) Understanding and managing cultural differences; 3) Design and alignment of Global HRM practices; and 4) the Global HR function.

Course Objective

The objective of this course is to help students gain insight into and appreciation for the complexities and differences of operating a business in an international context as it applies to HRM.

Learning Objectives

- A.** Students will understand and appreciate the “real” complexities inherent in international business, as they affect governments, organizations, managers, all employees, and subcontractors
- B.** Students will develop their “cultural intelligence” through study, reflection, and exercises
- C.** Students will develop their understanding of an analytical framework to determine global HR strategies for MNEs
- D.** Students will reinforce and build upon the content of the Intro to HR course in the more complex situations faced by organizations as they internationalize
- E.** Students will, in small groups, closely study a country for its potential for subsidiary placement and present (and defend) their conclusions to a mock Executive Team
- F.** Students will select from a large group of countries to determine both desirable and undesirable alternatives for subsidiary placement
- G.** The course is also designed to develop students in three practical areas:

- 1) a critical, self-reflective, proactive approach to personal development/learning;
- 2) a strategic approach to personal participation in small groups; and
- 3) the ability to confidently and effectively communicate.

Presentation of the course content and requirements will engage students in a consideration of both academic and applied issues. The text will help you develop mental models that provide a template for understanding how various apparently intuitive HRM actions work and/or don't work in an international context. Theory is a useful simplification but organizational life is messy. Therefore, we will continuously concentrate on integrating the two.

Students will vary in their competency levels on the abilities and skills required to achieve these objectives. You can expect to achieve competence ONLY if you honor all course policies, attend and participate in class regularly, complete all assigned work in good faith and on time, and meet all other course expectations of you as a student.

REQUIRED TEXT & TECHNOLOGY:

D. Briscoe, R. Schuler, & I. Tarique (2012). *International Human Resource Management (4th Edition)*. London/New York: Routledge. ISBN: 978-0-415-88476-1.

Class Material: The PowerPoint slides for the lectures and all class readings will be posted on the Course's Sakai website: <https://sakai.rutgers.edu> (use your eden ID and password). Additional print and A/V resources to support your learning will also occasionally be made available via the same portal and will be communicated in class.

Students are **expected** to be "current" on how the issues in this course are "played-out" in actual organizations. Therefore, students are **required** (NOT MERELY "encouraged"!) to regularly read stories posted in an online international business journal (a link to a free, reputable global business website will be prominently posted in our Sakai site). Another way of getting this content is to occasionally watch end-of-day programs on one of the business networks. ("Nightly Business Report" on PBS is a good choice.) If you find yourself more often in the digital world, Yahoo provides several excellent RSS feeds (general business) and hr.com provides excellent FREE resources (you have to register, also FREE). You will find that the material in the text will "stick" better when you are able to frame it in a richer context. (**Note: A command of current business events and topics is often persuasive in improving your candidacy for higher potential HR positions.**)

POLLING:

Throughout the semester, I will take attendance, pose "peer-learning" questions, conduct exercises, and give quizzes via the **Poll Everywhere** website. You can respond to the poll questions in three different ways: (1) via text message sent from a mobile phone, (2) via web browser on your mobile phone, tablet, or laptop, and (3) via Twitter. Your responses to the quizzes will be graded, your participation in exercises will be monitored, and your responses to the attendance poll questions will reflect on your overall participation grade. In order for your responses to be recorded and for you to receive credit, **you will need to register with the Poll Everywhere website at least 24 hours prior to our first class**. Instructions will be communicated via email one week prior to the beginning of the semester and you will be expected to have registered by the first day of class. (Registration on the site is FREE for you and should take you less than 5 minutes.)

Please remember that to participate in the quizzes and receive credit you will need to bring your mobile phone,

tablet or laptop with you to EVERY class. If you do not have access to any of these electronic devices, please email me for an alternative option.

ATTENDANCE:

-Classroom attendance is essential and mandatory. Lectures are designed to supplement the text material with an emphasis on practice and application (as compared with the text, which is primarily theory-loaded). **Prior students in the course estimate that approximately 30% of the content presented in class is NOT in the text.** Furthermore, since every class member is critical to our collective learning process, missing class will have negative repercussions on your own learning and that of your classmates. Therefore, good attendance will be rewarded and poor attendance penalized. If you attend all class sessions, 10 points will be added to your **class participation grade**. If you miss FOUR or more classes, **for any reason**, your **“Participation” grade** will be reduced by 10 points for each class over three that you missed (e.g., if you miss 6 classes, your grade will be reduced by 30 points; 8 absences by 50 points; etc.).

In addition, if you do miss a class, it is your responsibility to contact another class member to get any material missed, including schedule changes. If you are absent from class, do not contact the professor for a complete review of the lecture that you have missed. Instead, contact another class member for the material, and then contact the teaching assistant or the professor if you have difficulty with the material after you have reviewed the notes obtained from another student. It is your responsibility, therefore, to team up with a compatible “buddy” and to exchange contact information as early as you can during the semester.

GRADING GRIDS

Grade	Total Points	MY SCORE	Assessment	Points	% Grade
A	900+		Exam 1	150	15
B+	850-899		Exam 2	150	15
B	800-849		Exam 3	150	15
C+	750-799		Quizzes	150	15
C	700-749		Team Project		
D	600-699		Indiv'l Component	200	20
F	<600		Group Component	150	15
			Participation	50	5
			Totals	1000	100

ASSIGNMENT WEIGHTS AND EXPECTATIONS

Examinations (45% of Final Grade): There will be three equally-weighted cumulative (approximately 20% will be on “big picture”, non-current content) exams based on **all material** covered in class and/or documented in the text, as noted on the course schedule. NOTE: non-textbook material will routinely be introduced in class, including current events, case studies, etc. (Make-up policy: An examination grade of “0” will be assigned to any student who is absent without an excused absence as defined on the syllabus.)

Quizzes (15% of Final Grade): Nine short, multiple-choice quizzes are scheduled. They will include material from both the text and classroom discussions. For purposes of grading, your lowest two quiz grades will be dropped. THERE WILL BE NO QUIZ MAKEUPS.

In-Class Participation (5% of Final Grade): Class contribution will be assessed, based on both frequency and quality of in-class and Sakai participation, with quality weighted more heavily than frequency. Valued behaviors include: active participation in peer-to-peer instruction and exercises (measured by Poll Everywhere

participation), initiating discussions, voicing original ideas, challenging others, defending your own views, raising important and relevant points, attempting to answer unpopular questions, and generally demonstrating a command of assigned reading materials and current business news. Behaviors to avoid include: reiterating obvious points, making irrelevant remarks, distracting the class, and failing to participate when asked.

General guidelines for self-assessment:

50 points = “My participation in this class made it a more enriching experience for all students”

40 points = “I participated in class but my contribution didn’t make the class either better or worse”

30 points = “I was in class but generally as a passive observer”

20 points = “I was physically present and I hope somebody noticed”

0-10 points = “I should have waited until after class to check my email (or “shop”... or “update my status”)

Students are expected to have read all assigned material scheduled to be covered in class (including chapter cases) and be prepared to answer questions when called upon. Students who use any electronic device, computer, cell phone, pager, or text messaging device for non-related activity; or “nap”; or disrupt the class; or attend to non-class reading material; or arrive late or leave early will be penalized. A “shadow grade” will be posted on Sakai at mid-semester for students to get an idea of where they stand in terms of expectations at the time. The shadow grade will, of course, be adjusted at the end of the semester to reflect their second-half activity.

Team Project (35% Total= 20% Individual Component and 15% Group Component: Students will be assigned to project teams within the first several class meetings and be assigned a country to research. The premise is: “You and a group of other employees in the HR Department have been asked to research the country with and determine whether or not we should establish a subsidiary there. You and your group will present your findings to the Executive Team.” Each team member is required to write a VERY TIGHTLY WRITTEN 2-page (single-spaced) Executive Summary that fully addresses one of the sections of the outline below. At the conclusion of each section, the writer will assign a “smiley-face” rating to how favorable the variable is to an international business decision. Those reports, then, will be edited and assembled at the group level for submission (each section will be individually graded and become 50% of the “Individual Weight” for the assignment, the rest coming from peer evaluations and individual performance during the presentation), along with a summary sheet that represents each smiley-face variable rating and indicates a summary “smiley-face” judgment (and explanation). **THE PROJECT TEAM IS EXPECTED TO EDIT THE REPORT AND ENSURE THAT** its “Introduction,” flow, integrity, and quality of research (particularly sources) meets professional readability standards. This assessment AND the average of each individual section will be computed and contribute to 50% of the “Group Component”.

Each team will also produce and deliver a 25-minute presentation to a mock Executive Team on the substance of their research and then take an additional 10 minutes soliciting and responding to questions. Each group member will have 3-3:15 minutes to present their section (will be timed). The individual presentations will count (AFTER adjusting for “Peer Evaluations”) as 50% of the Individual Grade. The quality of research, analysis, “smoothness” and flow of the presentation will contribute to 50% of the “Group Component” grade. Note: Group presentations will be captured on film and made available to the class to be viewed as “homework” and a primary source for the take-home group final.

Content for Executive Summaries (Outline): Each team must provide all of the following information for their assigned country. All papers must consider the following variables (one variable per group member) in detail (per the instructions above on “Executive Summaries”) sufficient to make a “go-or-no” decision regarding doing business in your assigned country.

Section 1: Competiveness

- Institutions
- Infrastructure
- Financial market sophistication

- Technological readiness
- Business sophistication
- Innovation

Section 2: Economic Environment

- Macroeconomic stability
- Goods market efficiency
- 2013 GDP and 5-year trend
- Key industries

Section 3: Social Environment

- Population demographics: gender, ethnicity, age, education and literacy distributions
- Health
- Language(s) spoken
- Religious beliefs
- Social norms

Section 4: Labor Force

- Labor market efficiency
- Size and demographics
- Wage Levels

Section 5: Political Environment

- Form of government
- Stability of government

Section 6: Legal/ Regulatory Environment

- Employment regulations: hiring/firing, benefits, time off
- Industrial/Union relations
- Immigration policies

Section 7: Cultural Environment

- Hofstede's dimensions: Power Distance, Individualism or Collectivism, Masculinity or Femininity, Uncertainty Avoidance, Long-term or Short-term orientation
- Gestland's dimensions: Deal focus versus relationship focus; Informal versus formal; Rigid-time (monochronic) versus fluid-time (polychronic); Expressive versus reserved Cultures; Communication style: Low or High Context, Formal or Informal

Section 8: Business and HR Challenges:

- Describe what the key business and HR challenges would be for a U.S. multinational firm entering this country
- Address how HR policies and practices should be adapted to the local environment and culture specifically focusing on staffing, performance management, compensation, training, and global leadership programs

Project Group Reporting: Each group must appoint a Secretary-Recorder, who will maintain a log of all group activities (including attendance at meetings and team member follow-through on commitments) for my review upon demand. It will also be submitted to me directly at the conclusion of the course (neatness and accuracy are important). The Secretary-Recorder's Participation grade will reflect the quality of the report (plus OR minus). Each group will also appoint a "Captain", who will be responsible for facilitating all group activities and ensuring the active participation of all group

members. The Captain's Participation grade will reflect the quality of the group dynamics during the project.

Consistent problematic notes regarding group member participation will prompt a face-to-face confrontation with the intent to reintegrate the erring member. Uncooperative members will have their project grade (both Individual and Group) reduced by a minimum of 25 points to account for their behavior's assumed negative effect on their group's project.

ADMINISTRATIVE POLICIES: The following class rules will be strictly enforced. Do not ask for exceptions.

TIMELINESS AND FORMATTING OF ASSIGNMENTS: Assignments are due by the beginning of class on their due dates. ALL LATE ASSIGNMENTS WILL BE PENALIZED NO MATTER WHAT THE EXCUSE/REASON.

ACADEMIC HONESTY: Academic integrity is the cornerstone of a university education, business practice in general, and HR practice specifically. It is our joint responsibility as a learning community to foster an environment of trust, honesty, fairness, respect, and responsibility. In addition to the formal Rutgers University Academic Integrity Policy (see <http://academicintegrity.rutgers.edu/integrity.shtml>), all members of our class community are expected to report observed instances of cheating, plagiarism, and other forms of academic dishonesty in order to ensure the integrity of what we accomplish in this course.

Electronic comparison will be used to detect plagiarism, which will result in AUTOMATIC FAILURE in the assignment and reported to the Office of the Dean.

Inappropriate use of technology and/or Poll Everywhere to misrepresent one's own work or the work of another student is expressly prohibited and will result in automatic failure.

ABSENCES AND MISSED EXAMS: There are 28 classes scheduled for this course. You are permitted to miss 3 before penalties. (The job-equivalent would be more than 26 unexcused workdays a year!) Don't ask for an absence to be "excused"; your first three classes will be so automatically. NOTE: For EXTREME, UNCONTROLLABLE, DOCUMENTED, and VERIFIED life events, ONE absence exception will be considered during the semester and allow the student to make-up ONE examination.

THINGS THAT GO WITHOUT SAYING BUT WILL BE SAID HERE ANYWAY: The importance of our time together cannot be overstated. Therefore, you are expected to arrive on time and not disturb the class by leaving early. You are free to use any technology (laptops, tablets, smartphones, etc.) to support your learning in or out of class. ANY student who uses their technology for ANY use that does not support what the class is currently doing (e.g., shopping, social media) will be permanently reassigned a visible seat under the supervision of a TA or the professor for the rest of the course.

SAKAI: The Sakai website (<https://sakai.rutgers.edu>) will be the primary home for this course, so you must be familiar with this mode of interaction. It will house the syllabus, PowerPoint slides for the lecture notes, assignments, and contact information. To access Sakai, you must use your eden ID and password. All assignments must be submitted through Sakai **using its assignment template**. (IMPORTANT: SUBMIT ALL ASSIGNMENT DOCUMENTS ONLY IN MICROSOFT OFFICE FORMATS.)

EXTRA CREDIT: Occasionally, an "Extra-Credit question will be asked on an Exam or Quiz. (Expect them to be challenging.) In addition, students are invited to submit either a "Fun Fact" or "Something to Think About" PPT slide, using the formatted template in the Sakai "Resources" folder, according to the schedule below. (Complete instructions are posted on the template, itself.)

1st Initial of Last Name	Chapter	Date Due	1st Initial of Last Name	Chapter	Date Due
A-B	1	Sept. 12	S-T	9	Nov. 7
C-D	2	Sept. 19	U-V	10	Nov. 14
E-F	3	Sept. 26	W-X	11	Nov. 21
G-H	4	Oct. 3	Y-Z	12	Dec. 1
I-J-K	5	Oct. 10			
L-M	6	Oct. 17			
N-O-P	7	Oct. 24			
Q-R	8	Oct. 31			

A NOTE ON SUBMITTED PAPERS: Please thoroughly proofread all work before submission; check your spelling, word usage and ease of reading, as points will be deducted for such errors. Assignments submitted after the due date may be accepted at the discretion of the professor and are subject to a 10% grade penalty per day.

COURSE QUESTIONS: Should you have any administrative questions about exams, quizzes, due dates, etc., please take the following steps: 1) first check the syllabus; 2) next, you can check the Sakai Chat Room to see whether others may have had the same question; and 3) If your question has not been asked and answered, then you can pose your question in the Sakai Chat Room. If you do not receive a response to your question within 24 hours, then you should email the graduate teaching assistant for this course.

Should you have any questions about the course concepts, you can also pose your question in the Sakai Chat Room. If you do not receive a response to your question within 24 hours, then you should send me an email (ralpharodriguezphdsphr@gmail.com).

Please note that you should check the syllabus and the Sakai Chat Room before sending an email to the Teaching Assistants or to the professor. If the answer to your question is contained in one of those sources, this greatly reduces the likelihood of receiving a response to your email. You are welcomed and encouraged to answer your classmates' questions in the Sakai Chat Room!

CHANGES TO THE SYLLABUS: This syllabus represents my plan for the course. However, it is subject to modification at any time throughout the semester. Such changes will be announced during class and posted on Sakai under the "Syllabus" link. You are responsible for abiding by the terms of the syllabus and any changes announced in class.

Here is a list of useful websites for selected information for GHRM and your projects.

- www.sourceced.org (go to factbook)
- www.dol.gov
- <http://www.imd.org/wcc/>
- www.internationallawoffice.com
- www.bakermckenzie.com/globalnewsroom
- www.boozallen.com
- www.hoovers.com
- www.odci.gov/cia/publications/factbook
- www.economist.com/countries/
- www.weforum.org
- www.ilo.org
- <http://business.usa.gov>
- www.wfpma.org
- www.expatriates.com

- www.unctad.org
- www.unsustainable.org
- www.getcustoms.com
- www.routledge.com/textbooks/0415338344
- www.jinjapan.org
- www.fedee.com/index.shtml
- www.cipd.c.uk/
- www.oas.org
- www.aflcio.org
- www.ahri.com.au
- <http://embassy.org/embassies>
- www.mckinsey.com/insights/mgi
- www.pwc.com/us/en/publications/research-and-insights.jhtml
- <http://unstats.un.org>
- www.worldbank.org
- www.aseansec.org
- www.apec.org
- www.towersperrin.com
- www.shrmglobal.org/
- www.allafrica.com
- www.labour.nic.in/content/
- www.indiagov.org
- www.eurunion.org
- www.atkearney.com
- www.doingbusiness.org

Course Schedule		
Date	Class	Preparation & Assignments Due
Th. 9/4	Global Trends in HR	Study the Course Syllabus carefully.
	Student Debate: Pros & Cons of Globalization	
M. 9/8	The Globalization of HR	Ch. 1
Th. 9/11	Chapter 1 (Cont.): Create Project Teams	Ch. 1; Quiz on Ch. 1
M. 9/15	Strategic International HRM	Ch. 2; Quiz on Ch. 2
Th. 9/18	Design & Structure of the MNE	Ch. 3
M. 9/22	Int'l M&As, JVs, and Alliances: Project Teams Announced	Ch. 4
Th. 9/25	Int'l M&As, JVs, and Alliances	Ch. 4; Quiz on Ch. 3-4
M. 9/29	EXAM #1 (Chapters 1-4)	
Th. 10/2	Int'l Emp. Laws, Standards, & Ethics	Ch. 6
M. 10/6	Int'l Emp. Laws, Standards, & Ethics	Ch. 6; Quiz on Ch.6
Th. 10/9	Int'l Employee Relations	Ch. 7
M. 10/13	IHRM & Culture	Ch. 5
Th. 10/16	IHRM & Culture (cont.)	Ch. 5; Quiz on Ch. 7
M. 10/20	Building Cultural Intelligence Workshop	
Th. 10/23	Int'l Training & Development	Ch. 10; Quiz on Ch. 10
M. 10/27	Int'l Workforce Planning & Staffing	Ch. 8
Th. 10/30	Int'l Recruitment, Selection & Repatriation	Ch. 9; Quiz on Ch. 9
M. 11/3	EXAM #2 (Emphasis on Chapters 5-10)	
Th. 11/6	Country Research Debriefing Exercise	
M. 11/10	Int'l Compensation, Benefits, & Taxes	Ch. 11; Quiz on Ch. 11
Th. 11/13	Int'l Comp., etc. (cont.)	Ch. 11; Team Papers Due
M. 11/17	"In-Class" Presentations 1-2	View Presentations 3, 4
Th. 11/20	Int'l Employee Performance Management	Ch. 12
M. 11/24	"In-Class" Presentations 5-6	View Presentations 7, 8
M. 12/1	Int'l Employee Performance Management (cont.)	Ch. 12; Quiz on Ch. 12
Th. 12/4	"In-Class" Presentations 9-10	View Remaining Presentations
M. 12/8	Well-Being of the Int'l Workforce	Ch. 13
Th. 12/11	Semester Summary and Review for Take-Home Exam #3	

FINALS: Take-Home Final: DUE MONDAY, DEC. 15TH AT 10:00 PM		
Section 1	Students will self-select into groups of 5-7 members to submit responses to the Take-Home "Final".	T.B.A.
Section 2	Students may, instead, opt to individually take the University- scheduled "Final".	T.B.A.

Graphic Syllabus for GHRM (Fall, 2014)



NOTE: This graphic presents a more pictorial, intuitive overview of the course. In addition, connections between the course activities and objectives are made more explicit.