Course Syllabus
Rutgers University
School of Management and Labor Relations
Human Resource Management Department

37:533:315:02– Global Human Resource Management

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Class Details
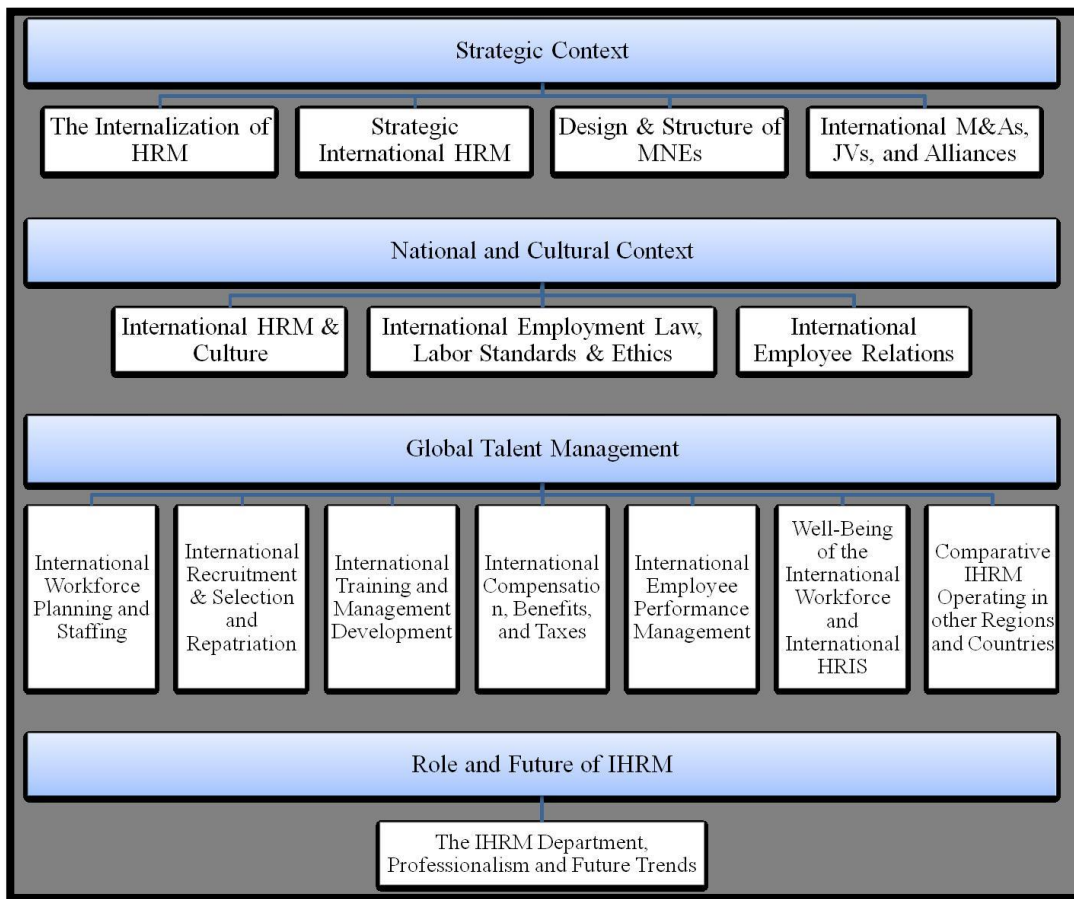Day: Mondays and Thursdays
Time: 12:00 PM– 1:20 PM
Location: TIL 264

Contents

1. Course Description

The trend of business internationalization has been exponentially increasing since the last century. This is demonstrated by the growth of the number of enterprises conducting business across the national borders of their headquarters, the amount of foreign direct investment (FDI) and the value of trade between countries.

Although it is hard to estimate, there are more than 82,000 multinational enterprises with more than 810,000 affiliates operated worldwide. Those multinationals employ around 80 million. Moreover, in 2016, the global FDI reached $1.75 Trillion. The global FDI is projected to continue its growth over the coming years. Furthermore, in 2016, exports of merchandise and commercial services reached around $21 Trillion – around 27% of the World's GDP. As a rough estimation, a total of 60-70% of the international trade takes place within the same multinational groups.

Based on the preceding figures, organizations are internationalizing their operations aggressively – some are even being born as a global enterprise. This trend has a direct impact on the HR function. HR professionals are expected to plan and manage a nationally and culturally diverse workforce. Moreover, they are expected to manage migrant workers and international assignees at each geographical location, in addition to its local employees.
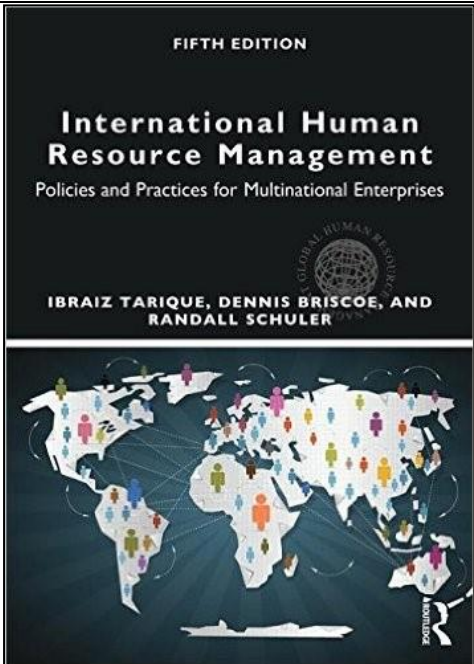
Therefore, this course aims at clarifying global HRM practices. To begin with, the course displays the drivers of business internationalization and the levels of corporate global integration. Then, the course outlines the structural alternatives for multinational enterprises and the cultural/national and legal considerations to account for. Afterward, the course addresses strategic international HRM and the employment cycle within an international context.

2. Course Details

Course Learning Objectives	The aim of this course is to provide students with a robust understanding of international HR practices and issues. In addition, the course targets building awareness and appreciation of the international business context and how HR can contribute as a strategic partner to enhance multinational's performance and competitive advantage. Students who successfully complete this course should demonstrate an understanding of: 1. Drivers for internationalization and the choices businesses have to organize their international operations 2. Various cultural, legal and labor relations contexts 3. The impact of business internationalization on strategic HRM and its various functions, including HR planning, recruitment& selection, training& development, compensation management, performance management, safety& health and employee relations.

SMLR Learning Objectives	➢ **Research Skills** – Demonstrate the ability to collect, analyze and synthesize information to make logical and informed decisions impacting the workplace. Use evidence to evaluate hypotheses, theories and approaches to workplace issues.
	   ➢ Employ current technologies to access information, to conduct research, and to communicate findings.
	   ➢ Analyze and synthesize information and ideas from multiple sources to generate new insights.
	   ➢ Assess and critique relevant evidence and research findings.
	   ➢ Access high-quality historical, qualitative, and quantitative evidence or research.
	   ➢ Use evidence-based analysis to appraise the validity of various hypotheses, theories, and approaches to workplace issues.
	 ➢ **Understanding Context** - Evaluate the context of workplace issues, public policies, and management decisions.
	   ➢ Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work.
	   ➢ Analyze a contemporary global issue in their field from a multi-disciplinary perspective.
	   ➢ Analyze issues related to business strategies, organizational structures, and work systems.
	   ➢ Analyze issues of social justice related to work across local and global contexts (LSER).
	   ➢ Analyze issues related to the selection, motivation, and development of talent in a global context (HRM).
	 ➢ **Professional Development** – Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations.
	 ➢ Develop effective presentation skills appropriate for different settings and audiences
	   ➢ Develop career management skills to navigate one's career.
	   ➢ Understand cultural differences and how to work in a multicultural environment.
	   ➢ Work productively in teams, on social networks, and on an individual basis.
	   ➢ Develop cultural agility competencies.

	➢ Demonstrate lifelong personal & professional development skills.
Target Audience	This course is an optimal learning experience for: ➢ Students aiming for a career in Human Resources. ➢ Students seeking knowledge of Global People Management. ➢ Managers seeking to improve their People Management skills and interested in implementing effective Global HR practices. ➢ Employees involved in HR practices such as staffing and performance management within a global environment.
Course Topics/Chapters	1. The Internalization of HRM 2. Strategic International HRM 3. Design and Structure of the Multinational Enterprise 4. International Mergers & Acquisitions, Joint Ventures and Alliances 5. International HRM and Culture 6. International Employment Law, Labor Standards and Ethics 7. International Employee Relations 8. International Workforce Planning and Staffing 9. International Recruitment, Selection and Repatriation 10. International Training and Management Development 11. International Compensation, Benefits and Taxes 12. International Employee Performance Management 13. Well-Being of the International Workforce, and International HRIS 14. Comparative IHRM: Operating in Other Regions and Countries 15. The IHRM Department, Professionalism and Future Trends

3. Readings

	➢ Tarique, I., Briscoe, D. and Schuler, R. (2016). International Human Resource Management: Policies and Practices for Multinational Enterprises. Fifth edition. London: Routledge ISBN-13: 978-0415710534 ISBN-10: 0415710537 Link: https://www.routledge.com/products/9780415710534 ➢ Additional optional readings and useful links will be added as needed. They will be available on the course's Sakai website. , along with other course material. Please, make sure to check the course website frequently, so you won't miss any important material. ➢ Make sure to read all the assigned readings before attending classes in order to optimize your learning experience.

4. Assessment

The assessment criteria abide by the Undergraduate Grades and Records Policy: http://catalogs.rutgers.edu/generated/nb-ug_current/pg1358.html. Moreover, it is useful to read the New Brunswick Undergraduate Catalog in order to know your rights and obligations at: http://catalogs.rutgers.edu/generated/nb-ug_current/pg1355.html. The following table lists the assessment methods and their weights:

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Method	Points
Attendance & Participation	50
Midterm One	100
Midterm Two	100
Final Exam	100
Paper & Presentation	100
Total	450

The following table lists the Grading and Point System assigned by the university:

Points	Percent	Grade	Description	Grade Points
405-450	90-100%	A	Outstanding	4.0
382-404	85-89%	B+		3.5
360-381	80-84%	B	Good	3.0
336-359	75-79%	C+		2.5
315-335	70-74%	C	Satisfactory	2.0
292-314	65-69%	D	Poor	1.0
≤ 291	≤ 64	F	Failing	0.0

A. Attendance & Participation

Just by attending and actively participate in the assigned sessions you earn up to 50 points. Each missed class results in losing significant points – unless proper justification is provided. Please refer to the attendance policy to familiarize yourself with the recognized grounds for absences. Attendance will be monitored through attendance sheets only.

Also, students are expected to actively participate in class. In addition to earning points, students will have the opportunity to add their input, share experiences and learn from others. Points are gained through attendance and providing insightful contributions. Points are lost for frequent absenteeism, being unprepared and misconduct during class. Therefore, you are expected to be well prepared before class sessions by reading the required readings and preparing yourself for discussions.

Attendance is taken through Attendance Sheets that you have to sign in class, and NOT through PollEverywhere
Replying to Poll Questions is NOT considered as a Proof of Attendance, and it is your responsibility to sign the attendance sheet each session.

B. Exams & Make-up Policy

There are three noncumulative exams with equal weights (two midterms and one final). The exams consist of multiple-choice and/or true-false questions. Each exam covers the subjects addressed before its conduction (approximately each covers one-third of the material). The exam material includes the units' lectures and the required readings. The exams dates are fixed and noted in the course schedule. Please note that all exams are closed-book, and you are not allowed to use any form of assistance. If the examination session was canceled, then the exam will be automatically rescheduled for the next regular session.

Make-up Policy

Again, the dates for each of the three exams are noted on the course schedule. An exam grade of zero (0) will be assigned to any student who is absent without a legitimate excuse on the date of a regularly scheduled test. Legitimate excuses include illness requiring medical attention (verified with a note from a doctor), an emergency situation (verified when applicable), or for a reason that is approved by the instructor. The instructor's approval should be attained at least two weeks before the exam date. Moreover, other reasons include inclement weather (only when the Rutgers Information Service, 732-932-INFO, indicates that Rutgers is closed), and others as assigned by Rutgers Attendance Policy (please refer to the attendance policy section).

An individual make-up exam will be held at a time that is convenient for the instructor. Individual make-up exams could be in the essay, short answers or multiple-choice questions formats – or any format chosen by the instructor.

C. Extra-credit Assignments

During the semester, you will have the opportunity to submit two assignments in order to improve the grades of the two midterm exams. Each assignment will contribute to up to 10 points. The two assignments are optional and will be in an essay format. Submission dates of both assignments will be the end of next week after the examination date. Late submissions are strictly not accepted. Assignments should be both uploaded on the Sakai website and a hard copy submitted to the Teaching Aids.

D. Paper& Presentation

Project Description & Performance Guidelines

The course will provide an extensive overview of International HRM. However, when businesses internationalize, the HR professionals should familiarize themselves with the specific context of the targeted market. Those projects aim to familiarize students with various national contexts from different regions, thus further broadening the course content. Moreover, the project aims to strengthen your teamwork, presentation, analytical and written communication skills.

Students will have the opportunity to self-select each other and form teams. More so, each team will have the freedom to choose one national context from the below-mentioned countries. However, if you fail to find a team or choose a case study by the time limit assigned to the course schedule, then the instructor will select a team to join on your behalf.

Each group is formed of 6 to 8 students. Each team will be covering one distinctive country, thus no two or more teams will be allowed to cover the same case study. Therefore, the sooner you decide on the country, the more likely it will be assigned to you. The following is the list of countries/case studies:

  I.   **Western Europe:** Germany, Italy, Netherlands, United Kingdom
  II. **Scandinavia:** Denmark, Finland, Sweden
  III. **Central & Eastern Europe:** Bulgaria, Poland, Russia
  IV. **Mediterranean, Middle East, and Africa:** Ghana, Uganda, United Arab Emirates
  V.   **Asia and the Pacific Rim:** China, India, Indonesia, Singapore
  VI. **America:** Canada, Chile, Mexico

The project consists of a paper and presentation. The paper size should not exceed 4000 words and the presentation-time is 14 minutes (+2 minutes for discussion). Both should cover the following:

1. Overview of the country (750 words, 2 minutes).
   This section provides a comprehensive and concise overview of the country. The aim of this section is to provide information that will support other sections in the report. This section might include information on the country's geography & government, history, demographics, economic condition and sectors…etc. A good source of information as a start would be the World Fact Book: https://www.cia.gov/library/publications/the-world-factbook/
2. Overview of the country's national culture (1000 words, 2 minutes).
   This section needs to debate the cultural dimensions of the country and compare them to the USA. Also, it needs to address the various cultural layers of the country. A good source to start with is https://www.hofstede-insights.com/product/compare-countries/.
3. Overview of the business climate (including what makes this country favorable to do business at? What makes this country unfavorable to do business at? What interesting things we should know about when conducting business in this country/business culture and etiquette?) (1000 words, 5 minutes).
4. HR-specific challenges that a multinational might face when conducting business in this country? The HR challenges should be very specific to the country, and NOT general HR global issues (1000 words, 5 minutes). At least 5 challenges should be debated and well developed, if not more.
Note 01: you have 250 words that are flexible to use in any section.
Note 02: the word limit does not apply to the reference list.
Note 03: Keep the report specific to the country and support your claims with data and references.

The deadline for submitting the report is the same day and time assigned for your presentation day. You need to bring a physical copy of your report and presentation to the class and hand it to the instructor on the date assigned for the presentation. Late submissions are not accepted. Each group will submit one report.

Important Notice: Group Projects are subject to peer assessment, and if a student does not contribute equally to a project compared to other group members, then the student may receive reduced or no points for the project grade.

5. Polling Instructions

During the sessions, you will be presented with poll questions to answer through the PollEverywhere website. The site allows you to respond to polls in various methods: (1) text messages through mobile phones and (2) web browser through your laptops/tablets/smartphones. Therefore, you are permitted to use the aforementioned devices strictly while responding to poles. Using electronic devices is not allowed otherwise.

The aim of the polls is to confirm your comprehension of the subject and to expose of sample exam questions. Accordingly, you need to register with PollEverywhere before attending the third session through following the instructions at this link: https://PollEv.com/hadielfarr/register?group_key=9WCREDzDJA5sN7loE1zIqDtio

Upon accessing the link provided above, you may see the statement "You're registering as a participant for Rebecca A Tinkham, Rebecca A's account". The HRM department has a group license under which all faculty members might utilize. Rebecca is the undergraduate staff coordinator for our department, and she is also listed as the administrator on the PollEverywhere departmental license. Please ignore that it lists her name and continue to follow the instructions as provided.

1. Be sure to complete all the registration steps, including the certification of your cell phone (If you intend to text your responses).
2. If you are already registered with PollEverywhere for a different class in the HR department, please email the Teaching Assistant and s/he will add you to this specific course.
3. In part, this is how participation/attendance is tabulated. Coming to class late, or attending but not responding to that day's poll, will be considered a non-attendance. It is your responsibility to respond to the polls so that your attendance/participation is recorded.
4. You may check your own responses to confirm submission through logging in to the PollEverywhere website (www.polleverywhere.com) and clicking on My Response History. You are encouraged to track your responses in order to address issues as soon as possible.

You need to register with the Poll Everywhere website at least 24 hours before the third class.

6. Course Requirements and Instructor Expectations

➢ Students are expected to read all the required readings before attending the class. This increases the learning capacity throughout the sessions and elevates the interaction level among students and between the attendees and the instructor.
➢ Attendance and active participation in class discussions and activities fulfill the learning outcomes of classes. Remember both are assessed and contribute to your final grade!
➢ Students are asked to check Sakai frequently – at least every 48 hours. The course material, additional readings, posts and announcements will be added regularly and will enhance your learning experience.
➢ All required materials for the course are subject to formal assessment, even if they were not covered in class. Remember that the instructor is merely a facilitator of your learning experience. Attaining the utmost knowledge of the course subjects is highly dependent on individual effort and peer involvement.
➢ For every 3 credits of study, students should expect to commit at least 100 hours of their time for coursework, self-study and revision.
➢ The instructor will continuously provide feedback and whenever a student requests help. Students are encouraged to contact their instructor for one-on-one sessions if needed.
➢ If any conflicts arise between group members, then they should be addressed as soon as possible. If students fail to resolve the conflicts among group members, then they should seek the assistance of the instructor ASAP.
➢ Reports should be submitted by due date. Late submissions are not accepted unless you provide a legitimate excuse. Early submissions can be prearranged with your instructor.
➢ Students are expected to behave in a professional manner. Failing to do so will affect your participation grade. The following are some guidelines:
  o Students are expected to arrive on time in order to avoid distractions and to show respect for the instructor and peers.
  o Electronic devices should not be used during the session except for class requirements.

  o   Students are expected to behave ethically. Misconduct during the session will not be tolerated.

7. Academic Honesty and Code of Conduct

Students are expected to abide by Rutgers's Academic Integrity Policy and Code of Student Conduct. Acts of cheating, plagiarism, forgery, fabrication or misrepresentation are not tolerated and will be dealt with according to university policies and procedures. If you have doubts concerning committing a potential act of academic dishonesty, please contact the course instructor for advice. Moreover, you are advised to check the websites of the Office of Academic Integrity at: http://academicintegrity.rutgers.edu/ and the Office of Student Conduct at: http://studentconduct.rutgers.edu/. Alternatively, you can refer to the undergraduate catalog section for academic integrity at: http://catalogs.rutgers.edu/generated/nb-ug_current/pg1370.html and the section for Code of Conduct at: http://catalogs.rutgers.edu/generated/nb-ug_current/pg1373.html.

In addition, the Undergraduate Program has a strict policy concerning any form of cheating (including cheating incidents at exams and plagiarism). The following is the **Undergraduate Program Policy on Cheating:**

The goal of this policy is to make sure students in the UG HRM program fully understand that cheating will not be tolerated and there are serious consequences for first-time cheaters and catastrophic consequences for repeat offenders. This policy applies solely to the Undergraduate HRM Program.

The faculty members of the undergraduate program condemn any form of cheating. Any student found to have cheated will receive a zero on the assignment or test on which the cheating occurred. In addition, the student's final grade will be reduced by an entire letter grade as shown in the table below.

Original Grade	Grade After Deduction for Cheating
A	B
B+	C+
B	C
C+	D
C	D
D	F

When students cheat, a note will be placed in their files in the HRM Department and such information will be taken into account by the Admissions Committee for the MHRM Program. Further, on the first offense, students will be required to meet with the HRM Undergraduate Program Director to discuss the offense and the subsequent penalty.

The second incidence of cheating (whether in the same class or in another HR class) will result in a grade of "F" and a referral to the appropriate School and University authorities.

In the case of cheating on group work, all members of the group will be held responsible and suffer the consequences noted above. Students have the responsibility to make sure that any work with their name on it meets the integrity standards of the HRM Department and the University.

<p style="text-align:center">No extenuating circumstances will be considered in a case of cheating.</p>

8. Attendance Policy

Attendance at all scheduled classes shall be expected. Failure to attend classes with no authentic excuse will negatively affect your grade – as attendance and participation are accounted for in the course assessment. Rutgers University Attendance Policy has assigned the following recognized grounds for absences:

Rutgers University Attendance Policy has assigned the following recognized grounds for absences:

1. Illness requiring medical attention **(written proof is needed)**.

2. Curricular or extracurricular activities approved by the faculty.
3. Personal obligations claimed by the student and recognized as valid **(pre-approved by the instructor unless it is a family emergency)**.
4. Recognized religious holidays (please refer to the links at the end of this section).
5. Severe inclement weather causing dangerous traveling conditions (Rutgers University usually cancels classes when the weather conditions are not safe for commute) – this condition is invalid as the course is delivered online and requires no transportation.

As a general guideline, students have to attain the instructor's approval before their absence unless it is an emergency. At least two weeks' notice is required before any examination date. If the cause of absenteeism is legitimate, then the instructor will work with the student to make-up required exercises and examinations. The following links further clarify the attendance policy:

Rutgers' Attendance Policy: http://policies.rutgers.edu/sites/policies/files/10.2.7%20-%20current.pdf
Rutgers' Religious Holiday Policy: https://scheduling.rutgers.edu/scheduling/religious-holiday-policy
Interfaith Calendar: http://www.interfaithcalendar.org/index.htm
NJ Department of Education Religious Holiday List: http://www.state.nj.us/education/genfo/holidays.htm

Providing an excuse of absence after one week of a medical situation is not accepted.
Providing an excuse of absence after one week of an Emergency is not accepted.
Providing an excuse of absence for any other reasons without prior approval of the Instructor is not accepted.

9. Special Needs and Accommodation

"Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: https://ods.rutgers.edu/students/documentation-guidelines. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS website at: https://ods.rutgers.edu/students/registration-form". For additional information, please visit the website of the Office of Disability Services at: https://ods.rutgers.edu/students.

10. Tentative Course Schedule

The course will be delivered through 28 assigned sessions, twice per week. The course content will be covered based on the sequence specified in the next page. Please note that the dates are tentative and subject to change. Also, note that the two midterm exams are set during class hours. The final exam time and location will be assigned by the university and will take place during the final exams days. Sessions will include the following delivery methods and activities:

➢ Lectures covering the main course topics: concepts, theories and practices in HRM.
➢ Case studies that contextualize the course topics with real business examples and enhance knowledge-sharing and interaction among the session attendees – including the instructor. In addition, they aim to refine your analytical and communication skills.
➢ Presenting group work to other classmates, thus enhancing knowledge-sharing and strengthening your presentation skills.
➢ Formal assessments of students' knowledge attained throughout the course delivery.

Week	Date	Topic	Learning Outcomes	Required Readings	In-class Activities	Outside of class responsibilities
1	Thursday 01/23/2020	Introduction to the course	➤ Outlining the course syllabus ➤ Understanding the course structure and students' responsibilities and rights.	Syllabus	Lecture Group Formation	Read Ch.1 Group Formation
2	Monday 01/27/2020	The Internalization of HRM	➤ Describe the many drivers of the internationalization of business ➤ Describe the growth and spread of internationalization ➤ Describe the different settings of international human resource management ➤ Discuss the development of international human resource management	Ch.1	Lecture Group Formation	Read Ch.2 Group Formation
	Thursday 01/30/2020	Strategic International HRM	➤ Describe the development of SIHRM and the process of international strategic management ➤ Describe the evolution of the MNE in terms of various stages of internationalization and the methods firms use to enter international markets ➤ Describe the process for developing MNE strategy and IHRM strategy and the relationship between the two	Ch.2	Lecture Case study Group Formation	Read Ch.3 Group Formation
3	Monday 02/03/2020	Design and Structure of the Multinational Enterprise	➤ Explain the fundamentals of organizational design and Structure and explain the process of designing an MNE ➤ Describe the basic characteristics associated with different organizational structures	Ch.3	Lecture Case study	Read Ch.3 Decide on the case study
	Thursday 02/06/2020	Design and Structure of the Multinational Enterprise	➤ Explain the implications for IHRM from the different structures ➤ Describe the importance of teams, networking, and the need for learning in MNEs	Ch.3	Lecture Case study	Read Ch.4 Decide on the case study
4	Monday 02/10/2020	International Mergers & Acquisitions, Joint Ventures and Alliances	➤ Describe the basic nature of international mergers and acquisitions, international joint ventures, and international alliances ➤ Explain the major IHRM implications from international mergers and acquisitions, international joint ventures, and international alliances ➤ Define the IHRM professional's role in implementing effective international mergers and acquisitions, international joint ventures, and international alliances	Ch.4	Lecture Case study	Read Ch.5 Research the case study
	Thursday 02/13/2020	International HRM and Culture	➤ Define and explain the concept of culture ➤ Explain the importance of culture in IB ➤ Describe the basic research findings of Hofstede and Trompenaars	Ch.5	Lecture Case study	Read Ch.5 Research the case study
5	Monday 02/17/2020	International HRM and Culture	➤ Explain the importance of culture to IHRM	Ch.5	Lecture Case study	Read Ch.6 Prepare for the exam Research the case study
	Thursday 02/20/2020	International Employment Law, Labor Standards and Ethics	➤ Describe the three major legal systems and their key differences ➤ Describe international labor law and standards and explain their impacts ➤ List and describe the goals of the various international trade agreements	Ch.6	Lecture Case study	Prepare for the exam

6	Monday 02/24/2020	Exam 1	The exam material covers chapters 1,2,3,4 and 5.	N/A	Examination	Read Ch.6 Research the case study Write the optional extra-credit assignment
	Thursday 02/27/2020	International Employment Law, Labor Standards and Ethics	➢ Integrate existing employment laws and regulations, ethical standards, CSR, and corporate governance into IHRM policies and practices	Ch.6	Lecture Case study	Read Ch.7 Research the case study Write the optional extra-credit assignment
7	Monday 03/02/2020	International Employee Relations	➢ Describe the nature of union membership around the world ➢ Describe the evolution and make-up of global employee relations ➢ Explain the relationship between unions and MNEs. ➢ Describe the various strategies with which MNEs approach global employee relations ➢ Describe the various approaches taken to non-union worker representation ➢ Explain the litigation risks in international employee relations	Ch.7	Lecture Case study	Read Ch.8 Research the case study Submit the optional extra-credit assignment
	Thursday 03/05/2020	International Workforce Planning and Staffing	➢ Describe the workforce planning process and the challenges involved in planning the international workforce for an MNE ➢ Explain the many options available to MNEs for staffing their operations in terms of the different types of international employees that MNEs can draw on to staff their operations in the global marketplace	Ch.8	Lecture Case study	Read Ch.8 Research the case study
8	Monday 03/09/2020	International Workforce Planning and Staffing	➢ Explain the many options available to MNEs for staffing their operations in terms of the different types of international employees that MNEs can draw on to staff their operations in the global marketplace ➢ Describe the implications of the different staffing options and the various types of employees for the MNE	Ch.8	Lecture Case study	Read Ch.9 Working on the report draft
	Thursday 03/12/2020	International Recruitment, Selection and Repatriation	➢ Describe the broad issues involved in staffing subsidiaries with international assignees or expatriates ➢ Describe the various issues involved in recruiting international assignees or expatriates	Ch.9	Lecture Case study	Read Ch.9 Working on the report draft
9	Monday 03/16/2020	**Spring Recess**	➢ Enjoy your vacation	N/A	N/A	Read Ch.9 & 10 Working on the report draft
	Thursday 03/19/2020	**Spring Recess**	➢ Enjoy your vacation	N/A	N/A	Read Ch.9 & 10 Working on the report draft

10	Monday 03/23/2020	International Recruitment, Selection and Repatriation	➢ Describe the general process of selection of international assignees (IAs) for international assignments and the issue of failure in an IA assignment and reasons for it ➢ Describe the characteristics of successful IA selection programs and exemplary practices ➢ Explain the essential nature of repatriation	Ch.9	Lecture Case study	Read Ch.10 Working on the report draft
	Thursday 03/26/2020	International Training and Management Development	➢ Advocate for training and development programs for the MNE's global managers and workforce ➢ Identify the challenges of training an international workforce ➢ Explain key learning objectives that drive training programs aimed at enabling a productive global workforce	Ch.10	Lecture Case study	Read Ch.10 Working on the report draft
11	Monday 03/30/2020	International Training and Management Development	➢ Design cross-cultural training programs that enable international assignees to successfully complete their assignments and develop an effective global management team ➢ Develop a global mindset, global competencies, and global leadership in the international organization ➢ Improve the effectiveness of global and virtual teams	Ch.10	Lecture Case study	Read Ch.11 Working on the report draft
	Thursday 04/02/2020	International Compensation, Benefits and Taxes	➢ Outline the basic objectives of global compensation and benefits (C&B) ➢ Distinguish between global remuneration and international assignment C&B ➢ Identify critical issues in C&B of the global workforce of the MNE	Ch.11	Lecture Case study	Read Ch.11 Finalizing the report
12	Monday 04/06/2020	Exam 2	➢ The exam material covers chapters 6, 7, 8, 9 and 10.	N/A	Examination	Read Ch.11 Working on the presentation and report Write the optional extra-credit assignment
	Thursday 04/09/2020	International Compensation, Benefits and Taxes	➢ Describe the types of compensation systems available for international assignees ➢ Explain the balance-sheet approach, as well as other approaches, of designing international assignment C&B packages ➢ Identify the challenges of dealing with various tax structures and methods affecting the international assignment	Ch.11	Lecture Case study	Prepare for the exam Finalizing the report
13	Monday 04/13/2020	International Employee Performance Management	➢ Describe the importance of developing an international performance management system ➢ Explain the characteristics of a successful international performance management system ➢ Identify and overcome the major challenges to international performance management	Ch.12	Lecture Case study	Reach Ch.13 Working on the presentation and report Write the optional extra-credit assignment

			➢ Describe the role of cultural value dimensions in the design, implementation, and evaluation of an international performance management system ➢ Formulate the evaluation criteria and practices that meet parent-company requirements while addressing the host culture's norms and expectations ➢ Identify and overcome the major challenges related to the performance management of international assignees			
	Thursday 04/16/2020	Well-Being of the International Workforce Comparative IHRM: Operating in Other Regions and Countries	➢ Explain the importance of global health & Safety ➢ Identify the role of IHRM in health & Safety ➢ Display the importance of HRIS in supporting evidence-based decisions ➢ Understand the field of Comparative IHRM ➢ Understand different types of regions in the world ➢ Describe the institutional, economic, and cultural context for IHRM in different regions	Ch.13	Lecture Case study	Read Ch.14 Working on the presentation and report Submit the optional extra-credit assignment
14	Monday 04/20/2020	Comparative IHRM: Operating in Other Regions and Countries	➢ Describe important features of IHRM in Europe, North America, Asia Pacific, Latin America, and Africa ➢ Explain the current debate over the convergence of IHRM across countries and regions	Ch.14	Lecture Case study	Read Ch.14 Finalizing the report and presentation
	Thursday 04/23/2020	Presentations (Group1-5) Submit the report and presentation for groups 1-5.	➢ Describe the institutional, economic, and cultural context for HRM in different countries ➢ Describe the important features of HRM in different countries	N/A	Case Study Presentations	Studying for the Final Exam Prepare for the presentations & Report
15	Monday 04/27/2020	Presentations (Group 6-10) Submit the report and presentation for groups 6-10.	➢ Describe the institutional, economic, and cultural context for HRM in different countries ➢ Describe the important features of HRM in different countries	N/A	Case Study Presentations	Studying for the Final Exam Prepare for the presentations & Report
	Thursday 04/30/2020	Presentations (Group 11-15) Submit the report and presentation for groups 11-15.	➢ Describe the institutional, economic, and cultural context for HRM in different countries ➢ Describe the important features of HRM in different countries	N/A	Case Study Presentations	Studying for the Final Exam Prepare for the presentations & Report
16	Monday 05/04/2020	Final Exam	➢ The exam material covers chapters 11, 12, 13 and 14.	N/A	Examination	N/A

All members of the Rutgers University community are expected to behave in an ethical and moral fashion, respecting the human dignity of all members of the community and resisting behavior that may cause danger or harm to others through violence, theft, or bigotry. All members of the Rutgers University community are expected to adhere to the civil and criminal laws of the local community, state, and nation, and to regulations promulgated by the University. All members of the Rutgers University community are expected to observe established standards of scholarship and academic freedom by respecting the intellectual property of others and by honoring the right of all students to pursue their education in an environment free from harassment and intimidation. Please see http://studentconduct.rutgers.edu/disciplinary-processes/university-code-of-student-conduct/ for details regarding the Student Code of Conduct. Please see https://policies.rutgers.edu/sites/default/files/10.2.13 - current.pdf for details regarding the Rutgers University Academic Integrity Policy.

Similarly, all students and faculty members of the academic community at the School of Management and Labor Relations should uphold high standards for personal conduct, ethical behavior, and professional integrity. In the area of academic integrity, students are expected to refrain from cheating, fabricating information, plagiarizing, inappropriately denying others access to material, and facilitating others in academic dishonesty. Please see https://policies.rutgers.edu/sites/default/files/10.2.13%20- %20current.pdf for detailed descriptions of each type of action.

Any of the following acts, when committed by a student, is an act of academic dishonesty and decreases the genuine achievements of other students and scholars. Academic dishonesty includes, but is not limited to, any of the following:

Plagiarism/False Representation of Work
- Quoting directly or paraphrasing portions of someone else's work without acknowledging the source.
- Submitting the same work, or major portions thereof, including presentations, to satisfy the requirements of more than one course without permission from the instructor.
- Using data or interpretative material for a report or presentation without acknowledging the sources or the collaborators.
- Failing to acknowledge assistance from others, such as help with research, statistical analysis, or field data collection, in a paper, examination, or project report.
- Submitting purchased materials such as a term paper as your own work.
- Copying or presenting material verbatim from any source without using quotation marks.
- Copying from any source and altering a few words to avoid exact quotation, without the appropriate documentation or by using improper documentation of the source.
- Rewording the major concept found in a source but then omitting documentation or improperly citing the source.
- Submitting as one's own any work created by someone else (e.g., paper, project, speech, video, exercise, etc.) without crediting them. Large duplication of someone else's work should be avoided unless you obtain express permission from both the instructor and originator of the work.
- Fabricating or misrepresenting data or information.
- Forging signatures.

Cheating
- Copying work on examinations.
- Acting to facilitate copying during an exam.
- Sharing answers through technology or in written or verbal form when such interactions are prohibited.
- Using prohibited materials, such as books, notes, phones, or calculators during an examination.
- Working with another student on an assignment when such collaboration is prohibited.
- Stealing or having in one's possession without permission any materials, or property belonging to or having been generated by faculty, staff, or another student for the course.
- Willfully offering to do another student's work so they may represent it as their own.
- Assisting another student in cheating or plagiarizing.

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- Doing another student's work, excluding collaborative learning assignments or joint assignments approved by the instructor.

The recommended sanction for those who cheat on an exam or plagiarize is the reduction of one letter grade and a zero on either the assignment or exam. Some infractions may result in expulsion from the University. All infractions will be reported to the Rutgers University Office of Student Conduct.

I, _____ understand the Policies on Academic Integrity and the Student Code of Conduct at Rutgers University. Furthermore, I understand the consequences of unethical behavior.

We all share a responsibility in creating an ethical environment. I resolve to uphold and support high standards for ethics and integrity at Rutgers University. If I see, hear, or observe violations of ethics and integrity I will report them to my instructor, Program Director, Department Chair, or Dean.

Student Signature: _____ Date: _____

Student Name (Please Print): _____

Rutgers University ID: _____