

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



38:533:665:01 – Managing the Global Workforce

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Office hours: Tuesdays

2:00 PM – 3:30 PM or by appointment

Class Details

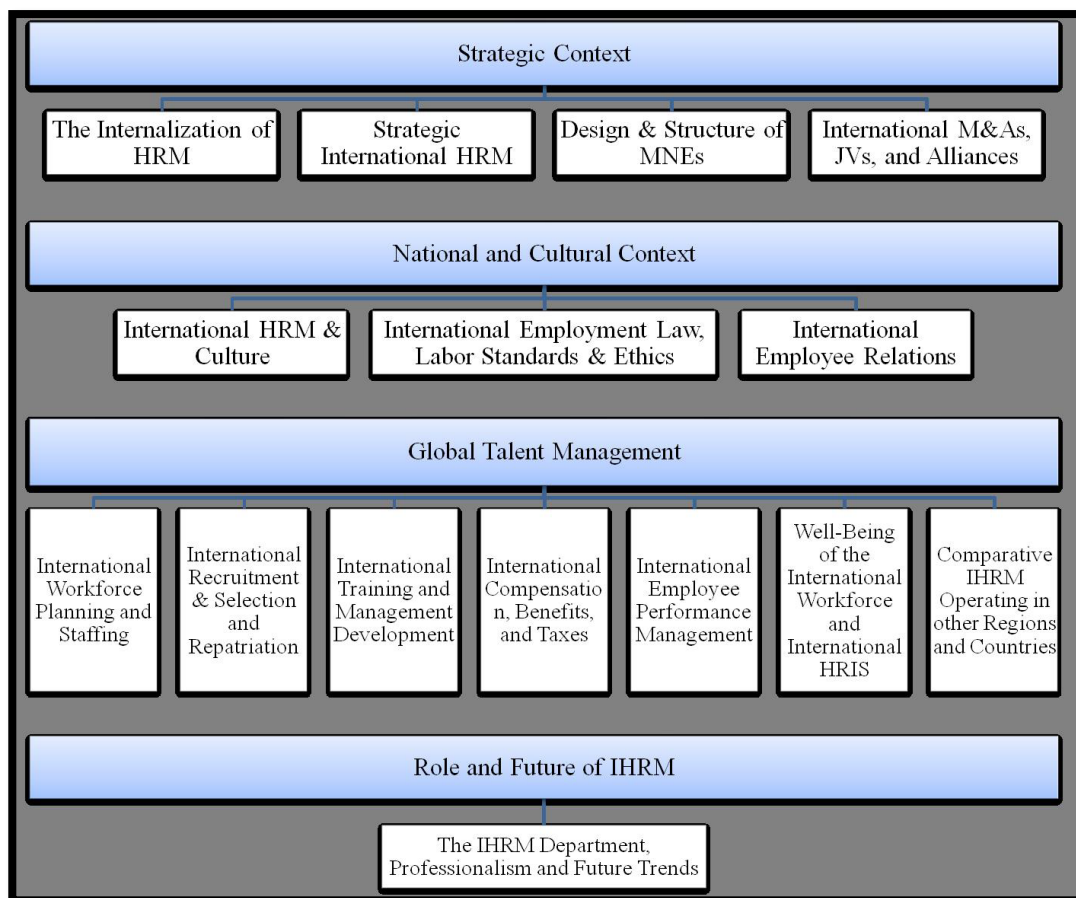
Day: Tuesdays

Time: 4:30 PM – 7:10 PM

Location: Janice Levin Building Room 006

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1. Course Description

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

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

Based on the preceding figures, organizations are aggressively internationalizing their operations – some are even emerging as global enterprises. This trend has a direct impact on the HR function. HR professionals are expected to plan and manage a workforce that is nationally and culturally diverse. Moreover, they are expected to manage migrant workers and international assignees at each geographic location, as well as their local employees.

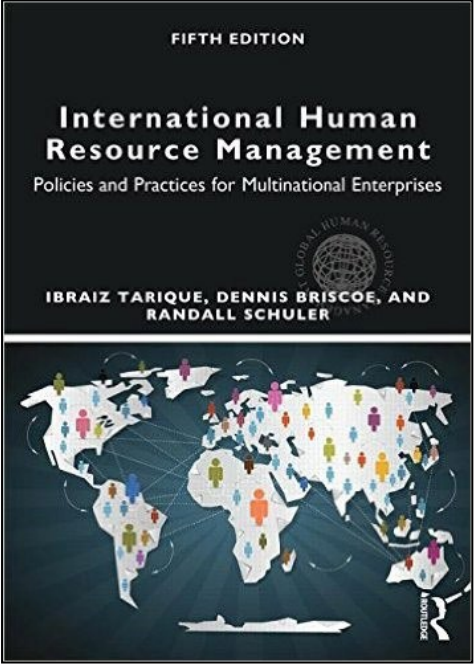
Therefore, this course aims to clarify global HRM practices. To begin with, the course outlines the drivers of international business and the levels of corporate global integration. Then, the course outlines the structural alternatives for multinational enterprises and the cultural/national and legal 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	This course aims to provide students with a robust understanding of international HR practices and issues. In addition, the course aims to build awareness and appreciation of the international business context and of how HR can contribute as a strategic partner to enhance a multinational's performance and competitive advantage. Students who 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	I) Written & Oral Communication – Communicate effectively at a level and in modes appropriate to an entry-level professional. - o Communicate complex ideas effectively, in standard written English - o Analyze and synthesize information and ideas from multiple sources to generate new insights - o Produce quality research papers with the proper convention of attribution/citation - o Produce high-quality executive summaries - o Make an argument using contemporary and/or historical evidence - o Present ideas and arguments in a logical and effective way III) Research Skills – Demonstrate an 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. - o Employ current technologies to access information, conduct research, and communicate findings - o Analyze and synthesize information and ideas from multiple sources to generate new insights - o Assess and critique relevant evidence and research findings - o Access high-quality historical, qualitative, and quantitative evidence or research - o Use evidence-based analysis to appraise the validity of various hypotheses, theories, and approaches to workplace issues

	IV) Theoretical Perspectives - Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation. - o Demonstrate an understanding of the practical perspectives, theories, and concepts in their field of study - o Evaluate and apply theories from social science disciplines to workplace issues V) Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions - o Analyze the degree to which forms of human difference shape a person's experience of and perspectives on work - o Analyze a contemporary global issue in their field from a multi-disciplinary and intersectional perspective - o Analyze issues related to business strategies, organizational structures, and work systems - o Analyze issues of social justice related to work across local and global contexts (LSER) - o Analyze issues related to the selection, motivation, and development of talent in a local and global context (HRM) VI) Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance - o Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work - o Understand the legal, regulatory, and ethical issues related to their field - o Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM) - o Understand the internal and external alignment and measurement of human resource practices (HRM)
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

3. Readings



- Tarique, I., Briscoe, D. and Schuler, R. (2016). International Human Resource Management: Policies and Practices for Multinational Enterprises. Fifth edition. London: Routledge
- Additional optional readings and useful links will be added as needed. They will be available on the course's website, along with other course material. Please make sure to check the course website frequently, so you won't miss any important material.
- The book is available in textbook, loose-leaf, and eBook formats. Any edition of the book after the fourth works, so if you like to save by buying a used or earlier edition, please feel free to do so.
- Make sure to read all assigned readings and cover the weekly lectures early in the week to optimize your learning experience.
- Note: The book is a good reference, but you might be able to complete the course without it. The lectures are comprehensive; however, if you need more details, then feel free to buy the book.

4. Assessment

The assessment criteria abide by the Graduate Grades and Records Policy: http://catalogs.rutgers.edu/generated/nb-grad_current/pg69.html. Moreover, it is useful to read the New Brunswick Graduate Catalog to know your rights and obligations at: http://catalogs.rutgers.edu/generated/nb-grad_current/pg43.html. The following table lists the assessment methods and their weights:

Method	Percent
Participation	10%
Assignment One	20%
Assignment Two	20%
Individual Project	20%
Group Project	30%
Total	100%

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

Percent	Grade	Description	Grade Points
90-100%	A	Outstanding	4.0
87-89%	B+		3.5
80-86%	B	Good	3.0
77-79%	C+		2.5
70-76%	C	Satisfactory	2.0
≤ 69%	F	Failing	0.0

A. Participation

By attending and actively participating in the assigned sessions, you can earn up to 10% of your final grade. Each missed class results in the loss of 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 only through attendance sheets.

Also, students are expected to actively participate in class. In addition to earning points, students will have the opportunity to contribute, share experiences, and learn from others. Points are gained through attendance and providing insightful contributions. Points are deducted for frequent absenteeism, unpreparedness, 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 using Attendance Sheets, which you must sign in class.

B. Assignments & Make-up Policy

There are two exams with equal weights – each contributes up to 20% of the final grade. Both exams are take-home case studies. The exams' submission dates are fixed and noted in the course schedule. You will receive the case study at least one week before the submission date, and you could receive formative feedback before the final submission. If the examination date is canceled, the submission date will automatically be set to the next regular session. The exams are meant to be based on individual effort, so please refrain from consulting your colleagues for answers. Also, note that exams, like any written document, must be uploaded to Canvas and will be checked for plagiarism. Thus, the work must be original, and when you use external references, you must cite them in-text appropriately and provide a reference list.

Make-up Policy

Again, the dates for both exams are listed on the course schedule. An exam grade of zero (0) will be assigned to any student who fails to submit it on time. Legitimate excuses include illness requiring medical attention (verified with a doctor's note), an emergency (verified when applicable), or a reason approved by the instructor. The instructor's approval should be attained at least one week before the exam date.

C. Individual Paper & Presentation

Project Description & Performance Guidelines

One of the subjects that this course will focus on is the impact of culture on business and HR practices. Thus, this project aims to attain an in-depth understanding of various cultures and to compare them with US culture. Each student will pick one country that is different from the countries chosen by others to cover as many cultures as possible. This project will account for up to 20% of the final grade.

The project consists of a paper and a presentation. The paper size should not exceed 2000 words, and the presentation time is 15 minutes. Both should cover the following:

1. An overview of the country.
2. A discussion of the cultural layers (surface, hidden, and invisible layers).
3. A discussion of the cultural dimensions (based on Hofstede). This should include the dimension scores and an explanation of why the country attained the scores on each dimension.
4. A comparison between the cultural dimensions of the chosen country and the United States.
5. Based on the preceding points, a discussion of the business culture and how it differs from that in the United States.
6. Note that the paper should be well referenced (In-text referencing and a reference list).

D. Group Paper & Presentation

Project Description & Performance Guidelines

The course will provide an extensive overview of International HRM. However, when businesses internationalize, 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 following 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. This project will account for up to 30% of the final grade.

Each team will cover one distinct country; thus, no two or more teams will be allowed to cover the same case study. Therefore, the sooner you decide on a country, the more likely you are to be assigned to it. The following is the list of countries/case studies:

- I. **Western Europe:** Germany, Italy, the Netherlands, the 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 a presentation. The paper should not exceed 3000 words, and the presentation should be 20 minutes. Both should cover the following:

1. An overview of the country
2. A discussion of the business climate. This includes:
 - A. Major favorable business climate factors that encourage multinationals to start a business in this country. (At least 8 to 10 well-developed factors).
 - B. Major unfavorable business climate factors that discourage multinationals from starting a business in this country. (At least 8 to 10 well-developed factors).
 - C. Any additional facts or factors that multinationals should know about before starting their business in this country.
4. A discussion of HR-specific challenges that a multinational might face when conducting business in this country. (At least 8 to 10 well-developed challenges). Please remember that those challenges should be specific to the country and not general HR challenges.

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. Course Requirements and Instructor Expectations

- Students are expected to complete all required readings before attending class. This increases learning capacity throughout the sessions and elevates interaction among students and between 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 course materials 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 depends heavily on individual effort and peer involvement.
- For every 3 credits of study, students should expect to commit at least 100 hours to coursework, self-study, and revision.

- The instructor will continuously provide feedback 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 conflicts among group members, they should seek the instructor's assistance ASAP.
- Reports should be submitted by the 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 professionally. Failing to do so will affect your participation grade. The following are some guidelines:
 - Students are expected to arrive on time to avoid distractions and to show respect for the instructor and peers.
 - Electronic devices should not be used during the session except for class requirements.
 - Students are expected to behave ethically. Misconduct during the session will not be tolerated.

6. 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 in accordance with the university's policies and procedures. If you have doubts about committing an 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 the code of conduct at: http://catalogs.rutgers.edu/generated/nb-ug_current/pg1373.html.

7. Artificial Intelligence (AI) Use Policy

Students may use Artificial Intelligence (AI) tools for limited educational support purposes, such as brainstorming ideas, outlining assignments, reviewing grammar, receiving research guidance, and providing study assistance. However, all submitted work must reflect the student's own understanding, critical thinking, and original effort. AI should be used as a supplementary support tool rather than as a means of generating the original substance or primary text of an assignment.

Students may not submit AI-generated content as their own work or use AI tools in quizzes, exams, closed-book assessments, or in any assignment where such use is prohibited by the instructor. Specifically, AI is prohibited from generating the initial text for forum discussion posts, assignments, and projects. However, students may use AI tools afterward for limited purposes such as grammatical review, editing, clarity, and stylistic improvements.

Students are responsible for verifying the accuracy, quality, citations, references, and originality of all submitted work. While AI may be used as a search and research support tool to explore ideas and obtain guidance, students must ensure that the final submission reflects their own contribution, analysis, and critical thinking. Any significant use of AI in the preparation of assignments should be disclosed appropriately. Unauthorized, excessive, or undisclosed use of AI may be considered a violation of academic integrity policies. The instructor reserves the right to limit or prohibit the use of AI for specific course activities or assessments.

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 commuting) – this condition is invalid as the course is delivered online and requires no transportation.

As a general guideline, students must obtain 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 the 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>

9. Special Needs and Accommodation

"Rutgers University welcomes students with disabilities into all of the University's educational programs. 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 Accommodation. Please share this letter with your instructors and discuss the accommodation 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 Office of Disability Services website at <https://ods.rutgers.edu/students>.

10. Student Resources & Scholarships

If you require any help in the areas of (a) mental health, (b) academic coaching, and (c) financial assistance: <https://smlr.rutgers.edu/about-smlr/fall-2022-information-smlr-students>

Additional resources are available at the Dean of Students' office: <http://deanofstudents.rutgers.edu/resources-and-support/>

For SMLR's scholarship offerings: <https://smlr.rutgers.edu/academic-programs/scholarships>

11. Tentative Course Schedule

The course will be delivered through 14 assigned sessions, once a week. The course content will be covered based on the sequence specified on the Canvas page. Please note that the dates are tentative and subject to change. 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 course topics with real-world business examples and enhance knowledge sharing and interaction among session attendees, including the instructor. In addition, they aim to refine your analytical and communication skills.
- Presenting individual and group work to other classmates, thus enhancing knowledge-sharing and strengthening your presentation skills.