

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

**RUTGERS**  
THE STATE UNIVERSITY  
OF NEW JERSEY



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

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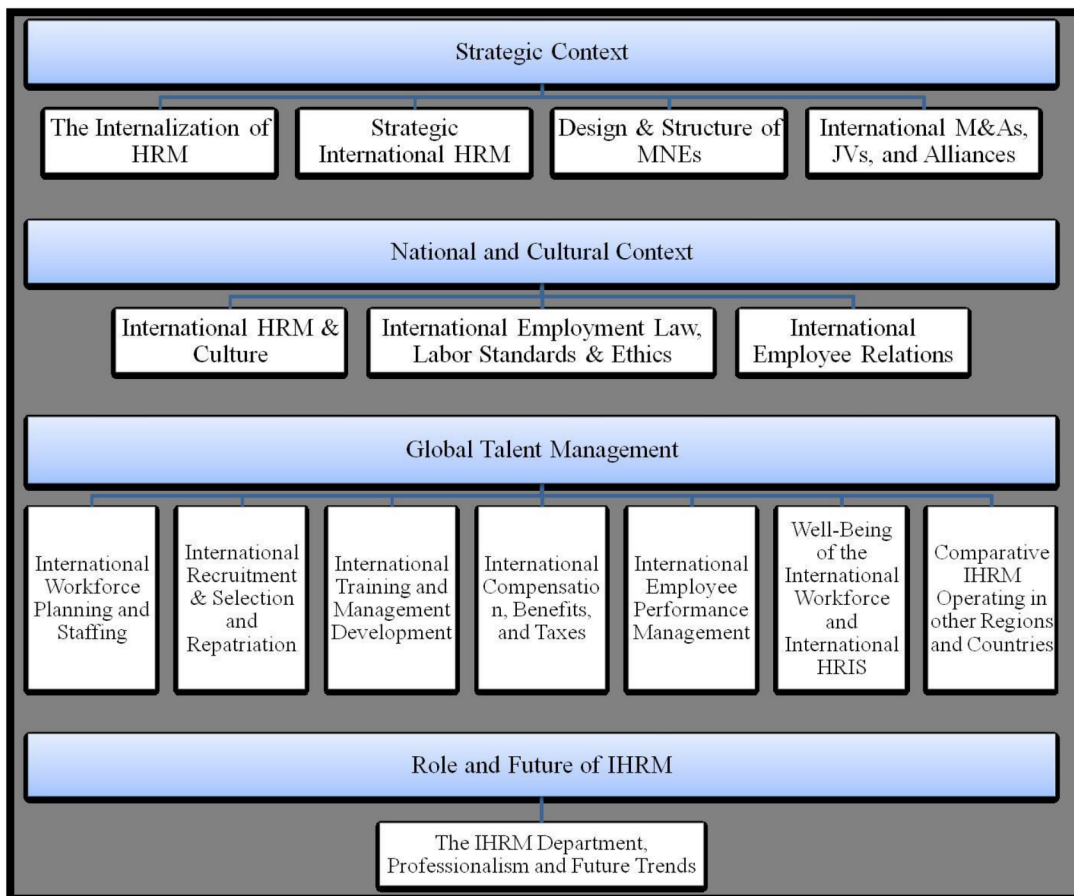
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[Virtual office hours will be assigned during the first week](#)

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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 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 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.

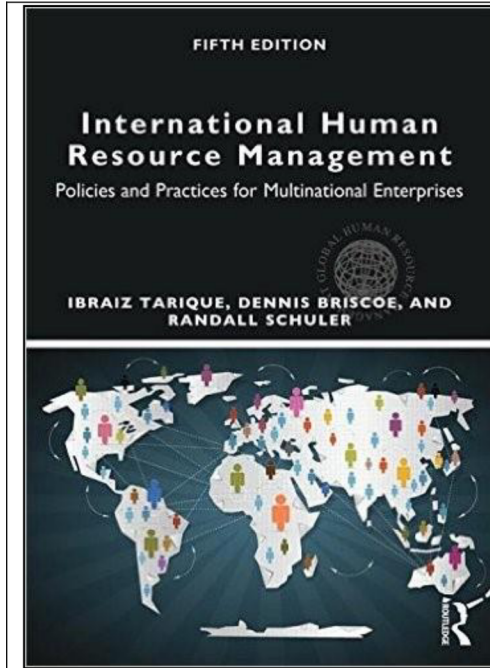
Therefore, this course aims at clarifying global HRM practices. To begin with, the course displays the drivers of business internationalization and the levels of corporate global integration. Then, the course outlines the structural alternatives for multinational enterprises and the cultural/national and legal considerations to account for. Afterward, the course addresses strategic international HRM and the employment cycle within an international context.

## 2. Course Details

<p><b>Course Objectives</b></p>	<p><b>Learning</b></p> <p>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:</p> <ol style="list-style-type: none"> <li>1. Drivers for internationalization and the choices businesses have to organize their international operations</li> <li>2. Various cultural, legal and labor relations contexts</li> <li>3. The impact of business internationalization on strategic HRM and its various functions, including HR planning, recruitment&amp; selection, training&amp; development, compensation management, performance management, safety&amp; health and employee relations.</li> </ol>
<p><b>SMLR Objectives</b></p>	<p><b>Learning</b></p> <ul style="list-style-type: none"> <li>➤ <b>Research Skills</b> – 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. <ul style="list-style-type: none"> <li>➤ Employ current technologies to access information, to conduct research, and to communicate findings.</li> <li>➤ Analyze and synthesize information and ideas from multiple sources to generate new insights.</li> <li>➤ Assess and critique relevant evidence and research findings.</li> <li>➤ Access high-quality historical, qualitative, and quantitative evidence or research.</li> <li>➤ Use evidence-based analysis to appraise the validity of various hypotheses, theories, and approaches to workplace issues.</li> </ul> </li> <li>➤ <b>Understanding Context</b> - Evaluate the context of workplace issues, public policies, and management decisions. <ul style="list-style-type: none"> <li>➤ Analyze the degree to which forms of human difference shape a person’s experience of, and perspectives on work.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>➤ Analyze a contemporary global issue in their field from a multi-disciplinary perspective.</li> <li>➤ Analyze issues related to business strategies, organizational structures, and work systems.</li> <li>➤ Analyze issues of social justice related to work across local and global contexts (LSER).</li> <li>➤ Analyze issues related to the selection, motivation, and development of talent in a global context (HRM).</li> <li>➤ <b>Professional Development</b> – Demonstrate an ability to interact with and professionally influence others, and to effectively present ideas and recommendations.</li> <li>➤ Develop effective presentation skills appropriate for different settings and audiences       <ul style="list-style-type: none"> <li>➤ Develop career management skills to navigate one’s career.</li> <li>➤ Understand cultural differences and how to work in a multicultural environment.</li> <li>➤ Work productively in teams, on social networks, and an individual basis.</li> <li>➤ Develop cultural agility competencies.</li> <li>➤ Demonstrate lifelong personal &amp; professional development skills.</li> </ul> </li> </ul>
<p><b>Target Audience</b></p>	<p><u>This course is an optimal learning experience for:</u></p> <ul style="list-style-type: none"> <li>➤ Students aiming for a career in Human Resources.</li> <li>➤ Students seeking knowledge of Global People Management.</li> <li>➤ Managers seeking to improve their People Management skills and interested in implementing effective Global HR practices.</li> <li>➤ Employees involved in HR practices such as staffing and performance management within a global environment.</li> </ul>
<p><b>Course Topics/Chapters</b></p>	<ol style="list-style-type: none"> <li>1. The Internalization of HRM</li> <li>2. Strategic International HRM</li> <li>3. Design and Structure of the Multinational Enterprise</li> <li>4. International Mergers &amp; Acquisitions, Joint Ventures and Alliances</li> <li>5. International HRM and Culture</li> <li>6. International Employment Law, Labor Standards and Ethics</li> <li>7. International Employee Relations</li> <li>8. International Workforce Planning and Staffing</li> <li>9. International Recruitment, Selection, and Repatriation</li> <li>10. International Training and Management Development</li> <li>11. International Compensation, Benefits, and Taxes</li> <li>12. International Employee Performance Management</li> <li>13. Well-Being of the International Workforce, and International HRIS</li> <li>14. Comparative IHRM: Operating in Other Regions and Countries</li> </ol>

### 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 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](http://catalogs.rutgers.edu/generated/nb-ug_current/pg1358.html). Moreover, it is useful to read the New Brunswick Undergraduate Catalog to know your rights and obligations at [http://catalogs.rutgers.edu/generated/nb-ug\\_current/pg1355.html](http://catalogs.rutgers.edu/generated/nb-ug_current/pg1355.html). The following table lists the assessment methods and their weights:

Method	Points
Forum Discussions	100
Midterm One	100
Midterm Two	100
Final Exam	100
Group Project	100
<b>Total</b>	<b>500</b>

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

Percent	Grade	Description	Grade Points
90-100%	A	Outstanding	4.0
85-89%	B+		3.5
80-84%	B	Good	3.0
75-79%	C+		2.5
70-74%	C	Satisfactory	2.0
65-69%	D	Poor	1.0
≤ 64	F	Failing	0.0

#### A. Exams & Make-up Policy

There are three noncumulative exams with equal weights (two midterms and one final). The exams consist of multiple-choice questions. Each exam covers the subjects addressed before its conduction (approximately each covers one-third of the material). The exam material includes the chapters' 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 you will be notified of the new date.

Exams will be proctored through LockDown-Respondus. Having a computer with appropriate camera and microphone is a requirement to take the exam. You will be provided with a practice quiz early in the semester to test your computer. Not having a functional computer is not an accepted excuse for not taking the exam. If you face any technical issues, then please contact the Canvas Helpdesk, which is available 24/7 @ <https://canvas.rutgers.edu/canvas-help/>

### **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 (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 are 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.

### **B. Forum Discussions**

For each period of two weeks, there will be an assigned discussion forum. The forum aims to debate and discuss a question that addresses an issue related to the chapters' subjects. Students are expected to actively participate in the online forum discussions, in order to interact, reflect, exchange ideas, and expand their knowledge base. There will be 7 forums in total and each will be assessed separately. The total assessment of the forum discussions will account for the top 5 individual forum scores – averaging up to a grade out of 100.

First, students should post an initial contribution that answers the forum question. The initial contribution should be posted by week one of the forum duration. The initial contribution will be assessed based on its content, demonstrated analytical thinking and references used. Second, the student should actively collaborate and respond to other posts throughout the second week of the forum duration. At a minimum, the student should reply thrice to others – in addition to the initial contribution. The collaboration will be assessed based on content and engagement, demonstrated analytical thinking and references used. In addition, the student will be assessed based on the quality of writing. The quality of writing will be assessed based on clarity and mechanics and organization.

**The following is the breakdown of each forum discussion assessment:**

<b>Assessment Category</b>	<b>Assessment Criteria</b>
<b>Initial Contribution (45%)</b>	Content Contribution (20%)
	Analytical Thinking (20%)
	References (5%)
<b>Collaboration (45%)</b>	Content Contribution and Engagement (20%)
	Analytical Thinking (20%)
	References (5%)
<b>Quality of Writing (10%)</b>	Clarity and mechanics (5%)
	Organization (5%)

For more details on how to maximize your score, please refer to forum discussion rubrics. The rubrics can be located under the Policies & Guidelines section of the course website.

### **C. Extra-credit Assignments**

During the semester, you will have the opportunity to submit two assignments 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. The 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. Group Project**

#### **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 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 5 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 paper size should not exceed 4000 words. It should cover the following:

1. Overview of the country (750 words).

This section provides a comprehensive and concise overview of the country. This section aims 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).

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).

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). 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.

**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. Technical Requirements

1. Broadband connection with reliable internet access
2. Voice input (Microphone) and output hardware
3. A webcam (800 x 600 resolution or better)
4. Operating System (Windows 7, 8, or higher / Mac OSX 10.7 Lion or higher)
5. Microsoft Word & PowerPoint
6. [Adobe Flash – latest version \(Links to an external site.\)](#) (you will need it to view videos)
7. Adobe Reader (PDF reader)
8. A Media Player
9. [Basic computer requirements for CanvasLinks to an external site.](#)
10. [Proctortrack technical requirements](#)

## 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 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](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](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.

**No extenuating circumstances will be considered in a case of cheating.**

## 7. Attendance Policy

This is an asynchronous course, and students are not obliged to attend the virtual office hours. That said, when it comes to exams, forum discussions, and assignments, the deadlines are strict. Failure to submit any of those on time will result in a grade of zero. If you have an authentic excuse for not meeting a deadline, then it has to be well documented.

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 the 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>

## 8. 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 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>.

## 9. Course Schedule