

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

RUTGERS
THE STATE UNIVERSITY
OF NEW JERSEY



37:533:315:01– Global Human Resource Management

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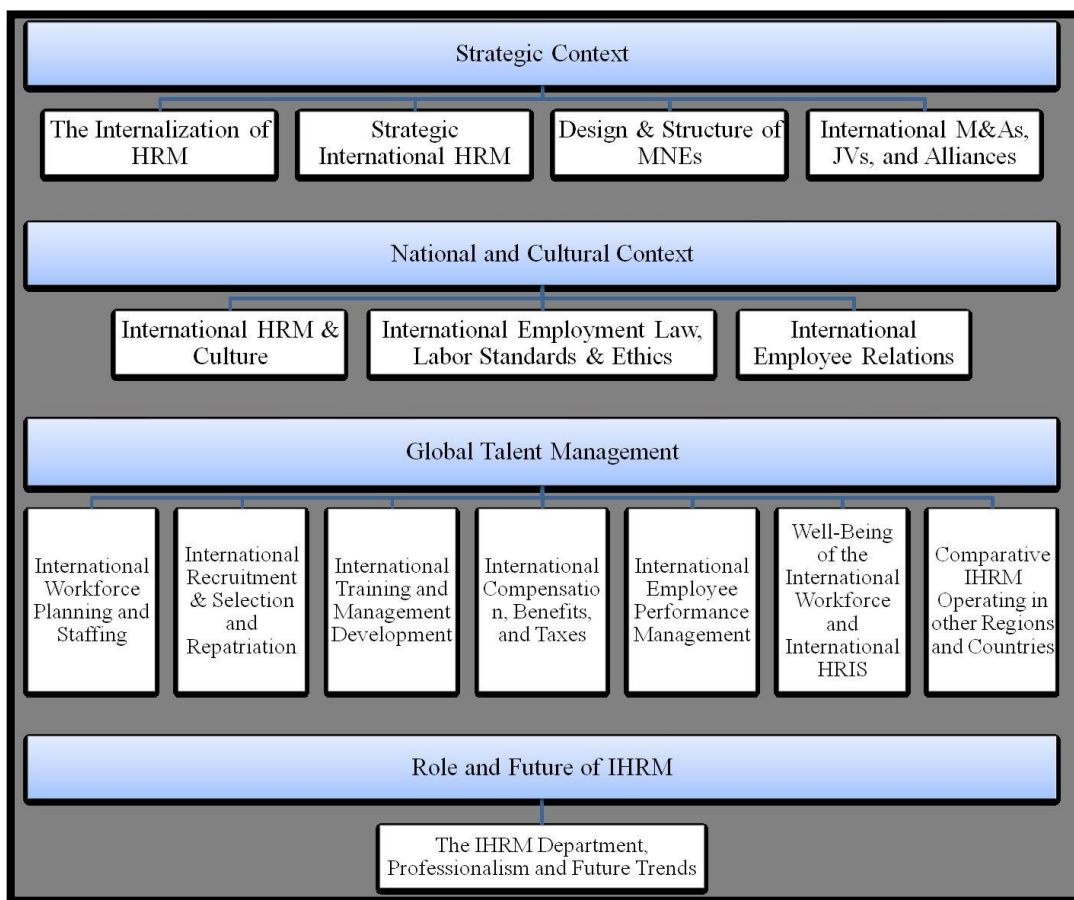
Office hours: Tuesdays
2:00 PM – 4:00 PM or by appointment

Class Details

Day: Wednesdays
Time: 10:20 AM – 1:20 PM
Location: Beck Hall 253

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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 100,000 multinational enterprises with more than 900,000 affiliates operated worldwide. Those multinationals employ around 80 million with total assets that exceed \$57 Trillion. Moreover, in 2022, the global FDI reached \$1.83 Trillion. Global FDI is projected to continue its growth over the coming years. Furthermore, in 2022, merchandise and commercial services exports reached around \$31.33 Trillion – around 31% of the World’s GDP. As a rough estimation, a total of 80% 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 global enterprises. This trend has a direct impact on the HR function. HR professionals must plan and manage a nationally and culturally diverse workforce. Moreover, they are expected to manage migrant workers and international assignees at each geographical location and their local employees.

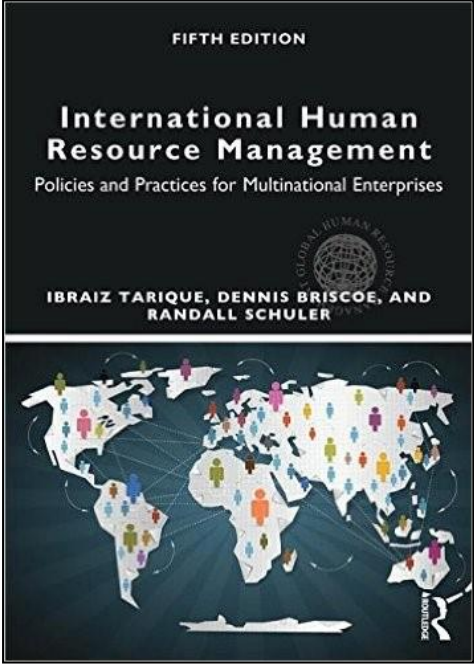
Therefore, this course aims to clarify global HRM practices. To begin with, the course displays the drivers of business internationalization and the levels of corporate global integration. Then, the course outlines the structural alternatives for multinational enterprises and the cultural/national and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

2. Course Details

<p>Course Objectives</p>	<p>Learning</p> <p>This course aims 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 a multinational’s performance and competitive advantage. Students who complete this course should demonstrate an understanding of:</p> <ol style="list-style-type: none"> 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.
<p>SMLR Objectives</p>	<p>Learning</p> <ul style="list-style-type: none"> ➤ 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. <ul style="list-style-type: none"> ➤ Employ current technologies to access information, conduct research, and 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. <ul style="list-style-type: none"> ➤ Analyze the degree to which forms of human difference shape a person’s experience of and perspectives on work.

	<ul style="list-style-type: none"> ➤ Analyze a contemporary global issue in their field from a multi-disciplinary and intersectional 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 local and global context (HRM). ➤ Professional Development – Professional Development – Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations. <ul style="list-style-type: none"> ➤ Develop effective presentation skills appropriate for different settings and audiences. ➤ Develop career management skills to navigate one’s career. ➤ Develop capabilities to work and lead in a multicultural and diverse environment. ➤ Work productively in teams, in social networks, and on an individual basis. ➤ Develop cultural agility competencies. ➤ Demonstrate lifelong personal and professional development skills.
<p>Target Audience</p>	<p><u>This course is an optimal learning experience for:</u></p> <ul style="list-style-type: none"> ➤ 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.
<p>Course Topics/Chapters</p>	<ol style="list-style-type: none"> 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

	<ul style="list-style-type: none"> ➤ 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 on buying a used or not the latest 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 good as a reference, yet you might be successful in completing the course without it. The lectures are comprehensive, however, if you need more details, then feel free to buy the book. You can buy the fourth edition or any addition afterward, I recommend going for the cheapest available, if you like to buy the book.
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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 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:

Method	Points
Forum Discussions & Participation	100
Midterm One	100
Midterm Two	100
Final Exam	100
Group Project	100
Total	500

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 exam 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.

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 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 makeup 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 & Participation

By attending and actively participating in class activities, you earn up to 5% of the final grade. 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.

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, which represents 15% of your final grade. 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 online forum discussions, interact, reflect, exchange ideas, and expand their knowledge base.

In every week that you have an assigned forum, students should post an initial contribution that answers the forum question. The initial contribution should be posted by Wednesday. The initial contribution will be assessed based on its content, demonstrated analytical thinking, and references used. Moreover, the student should actively collaborate and respond to other posts throughout the week of the forum duration. At a minimum, the student should reply twice 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, students will be assessed based on the quality of their writing. The quality of writing will be assessed based on clarity, mechanics, and organization.

The following is the breakdown of each forum discussion assessment:

Assessment Category	Assessment Criteria
Initial Contribution (45%)	Content Contribution (20%)
	Analytical Thinking (20%)
	References (5%)
Collaboration (45%)	Content Contribution and Engagement (20%)
	Analytical Thinking (20%)
	References (5%)
Quality of Writing (10%)	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 your grades for the two midterm exams. Each assignment will contribute up to 10 points. The two assignments are optional and will be in 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 uploaded on the Canvas website.

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 composed of 5 to 6 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 word limit of the paper is 4000-4500 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 in? 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 about 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.

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 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>

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 Accommodation. 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. 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>

10. Course Schedule

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School of Management and Labor Relations

The course will be delivered in person over a period of 15 weeks. The course content and activities will be covered based on the sequence specified on the Canvas website. 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.
- Forum discussions to demonstrate your knowledge and interact with other students.
- Case studies and in-class discussions 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.
- Formal assessments to demonstrate your knowledge of the course content.
- Presenting group work to other classmates, thus enhancing knowledge-sharing and strengthening your presentation skills.