

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



37:533:315– Global Human Resource Management

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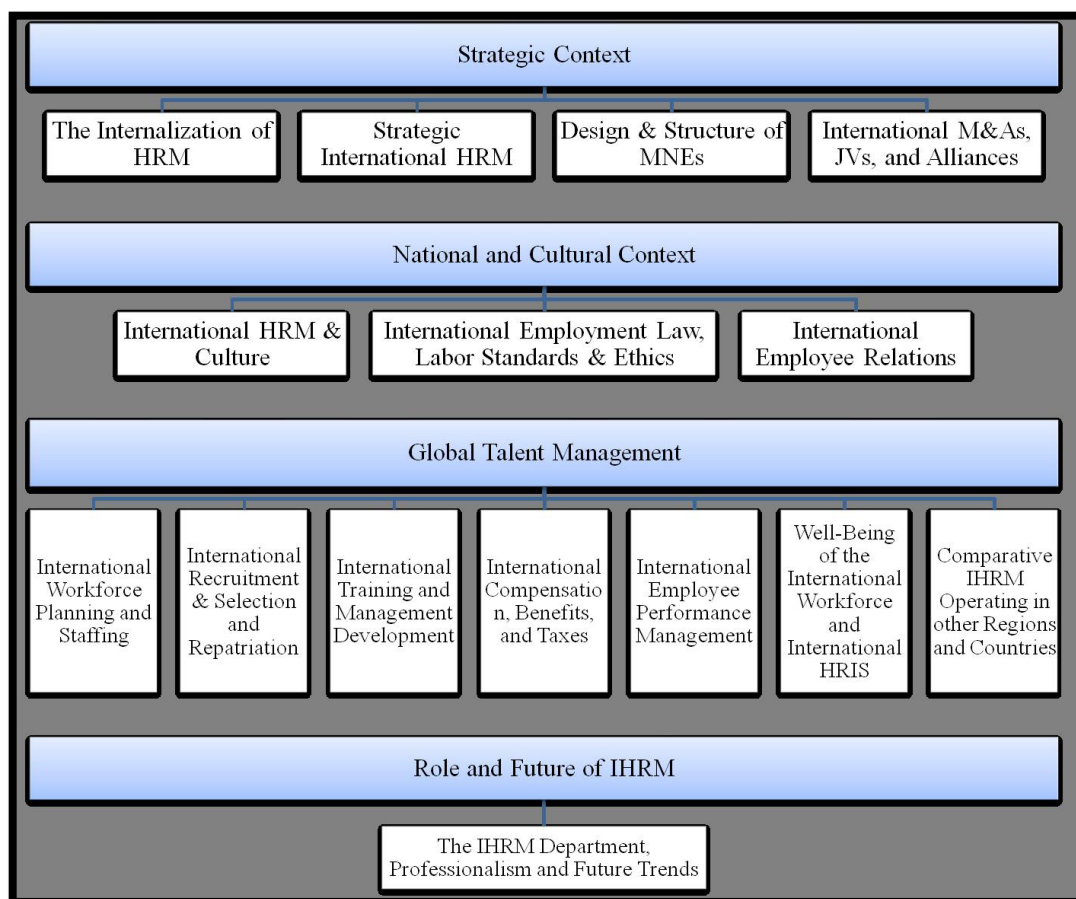
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Virtual office hours will be assigned during the first week

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1. Course Description

The trend of international business expansion has been increasing exponentially since the last century. This is demonstrated by the growth in the number of enterprises conducting business beyond their headquarters, the volume of foreign direct investment (FDI), and the value of trade between countries.

Although estimates are hard to come by, there are more than 82,000 multinational enterprises with over 810,000 affiliates operating worldwide. Those multinationals employ around 80 million. Moreover, in 2021, the global FDI reached \$2.2 Trillion. Global FDI is projected to continue growing over the coming years. Furthermore, in 2021, merchandise and commercial services exports reached around \$33.4 Trillion – around 35% 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 internationalizing their operations aggressively – some are even being born as global enterprises. This trend directly impacts 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 location, as well as their local employees.

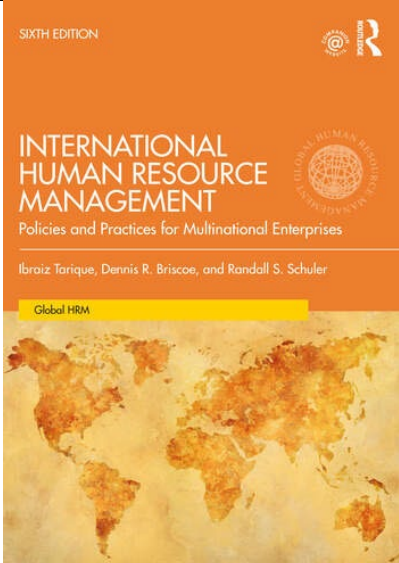
Therefore, this course aims to clarify global HRM practices. To begin with, the course displays the drivers of business internationalization and the levels of corporate global integration. Then, the course outlines the structural alternatives for multinational enterprises and the cultural/national and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

2. Course Details

Course Objectives	Learning	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: 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 Objectives	Learning	➤ 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. ➤ 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. ➤ 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 and intersectional perspective. ➤ Analyze issues related to business strategies, organizational structures, and work systems. ➤ Analyze social justice issues 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 – Demonstrate an ability to interact with and professionally influence others, 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. ➤ Develop the capabilities to work and lead in a multicultural, 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.
Target Audience	<u>This course is an optimal learning experience for:</u> ➤ Students aiming for a career in Human Resources. ➤ Students seeking knowledge of Global People Management. ➤ Managers seeking to improve their People Management skills and are 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. (2022). International Human Resource Management: Policies and Practices for Multinational Enterprises. Sixth edition. Routledge. ISBN 9781138489509
- Link: <https://www.routledge.com/International-Human-Resource-Management-Policies-and-Practices-for-Multinational/Tarique-Briscoe-Schuler/p/book/9781138489509>
- Other course content will be available on the course website.
- Note: I made every effort to include all material in my lectures, and they are also transcribed for your convenience. Thus, most students find my lectures sufficient for studying the course. Some students might need more information to comprehend the material; if they feel the need to buy the book, I recommend buying any edition after the third. Go for the cheapest that you can find.

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 weight:

Method	Points
Forum Discussions	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 conduct (approximately 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 is canceled, then you will be notified of the new date.

Exams will be proctored through LockDown-Respondus. Having a computer with an 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 acceptable excuse for not taking the exam. If you face any technical issues, then please get in touch with 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 doctor's note), an emergency (verified when applicable), or a reason 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 the Rutgers Attendance Policy (please refer to the attendance policy section).

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

B. Forum Discussions

For each week, 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 online forum discussions, interact, reflect, exchange ideas, and expand their knowledge base. There will be 5 forums in total, and each will be assessed separately. The total assessment of the forum discussions will be based on the top 4 individual forum scores, averaged 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 Wednesday of the week. 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 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 the 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 for both assignments will be at the end of next week, after the examination date. Late submissions are strictly not accepted.

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. Moreover, 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.

Each group consists of 5 students. Each team will cover one distinctive country; thus, no two teams will be allowed to cover the same case study. Therefore, the sooner you decide on a country, the more likely it is to be assigned to you. 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 paper word limit is 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 supports the other sections of the report. This section might include information on the country's geography & government, history, demographics, economic conditions, 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 should debate the country's cultural dimensions and compare them with those of the USA. Also, it needs to address the country's various cultural layers. 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 in? What makes this country unfavorable for doing business in? What interesting things should we know about when conducting business in this country/business culture, and etiquette?) (1000 words).

4. What HR-specific challenges might a multinational 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 country-specific 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. Course Requirements and Instructor Expectations

- Students are expected to read all the required readings and cover the chapter's lecture early on during the assigned week for each chapter. This enhances the learning experience throughout the week of the chapter and elevates interaction among students in the chapter's discussion forum.
- Students are expected to actively participate in discussion forums to fulfill the learning outcomes of classes. Remember that discussion forums are assessed and contribute to your final grade!
- Students are asked to check Canvas frequently – at least every 24 hours. Course material, including additional readings, media, useful links, 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 the lecture. Remember that the instructor is merely a facilitator of your learning experience. Acquiring 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 of their time 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.
- Students are expected to behave professionally. Failing to do so will affect your forum discussion grade. The following are some guidelines:
 - Students are expected to participate in the chapters' forum discussions on time with adequate quality and quantity of replies.
 - Revise your work before posting your initial contribution and replies, as you will not be able to modify your post once you submit it.
 - Add something new to justify your position when posting in the forums. Do not only post if you agree or don't agree with your peers' replies. Instead, justify your comment with appropriate references, analysis, and linkages.
 - Students are expected to behave ethically and respectfully towards their instructor, teaching aids, and peers.
 - Misconduct in the chapters' forum discussions, chatting, and other forums and forms of communication will not be tolerated.
 - Make sure not to use all capital letters while replying to your peer. In case you want to emphasize a keyword or a point, use italics, bold, or asterisks.

- For further information on the discussion forum's rubrics and how to behave ethically and professionally in an online course, please refer to the guidelines on the course website.

6. 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 Canvas Links to an external site.
10. Respondus/Lockdown technical requirements

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 in accordance with university policies and procedures. If you have doubts about committing a potential act of academic dishonesty, please get in touch with 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.

8. Artificial Intelligence (AI) Use Policy

Students may use Artificial Intelligence (AI) tools for limited educational support purposes, such as brainstorming ideas, outlining assignments, grammar review, research guidance, and 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.

9. Communication Guidelines

When corresponding with your instructor and classmates via email or discussion forums, please take the time to use correct grammar and maintain a positive tone. Please also refrain from using all CAPITAL LETTERS, as this is often interpreted as shouting. Treat your instructor and fellow students with respect at all times, and in all communications.

Please refer to the SMLR General Netiquette Rules for online communication under the “Syllabus” section on the course website.

10. 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 a genuine excuse for missing a deadline, it must 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 rule, students must obtain the instructor’s approval before taking an absence, unless it is an emergency. At least two weeks’ notice is required before any examination date. If the cause of the student's absenteeism is legitimate, 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>

11. 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 they 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 accommodation, 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>.

12. 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>

13. Course Schedule

This is a fully asynchronous online course. Thus, meeting deadlines assigned in the course modules is vital. Self-management is an important skill for keeping up with the course. The course will be delivered over approximately 6 weeks, with an assigned module each week. Please refer to the course website for more details. Modules include:

- 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 session attendees, including the instructor. In addition, they aim to refine your analytical and communication skills.
- Formal assessments of students' knowledge attained throughout the course delivery.
- A discussion forum is assigned for each week.
- Other assignments, both required and optional.

Note: The course schedule is tentative, and the instructor reserves the right to change it as seen fit.

Good luck and welcome to the Course