

**LER566**  
**International Human Resource Management**  
**Spring 2021**  
**Tuesday 11:00 AM - 1:50 AM**  
**LER 35/43**

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**Office Hours: By appointment**

### **COURSE DESCRIPTION**

The goal of this course is to provide you with a solid understanding of the complexities of international human resource management (IHRM). We will survey the strategic and cultural context of IHRM, the functional aspects of IHRM, and identify some of the challenges of managing employees around the globe.

The class consists of lectures, case analysis, class discussions, presentations, and exercises. Because this course is heavily case-based, it is essential that students prepare in advance for the classes and engage in class discussion.

### **IN-PERSON FORMAT**

This course will be offered in the conventional, in-person format. Accordingly, all lectures and case discussions will be done in the classroom every week. This usual class format, however, is not so much so under this unusual pandemic situation. The class size is limited to ensure a safe classroom environment. Students are also required to follow all the University COVID-19 policy. Although it is not possible to take this course on-line a regular basis, there will still be arrangements so that students will not miss out class activities when they are unable to attend classes in person. These arrangements will be discussed during the first week of the course.

### **COVID-19**

Following University policy, all students are required to engage in appropriate behavior to protect the health and safety of the community, including wearing a facial covering properly, maintaining social distance (at least 6 feet from others at all times), disinfecting the immediate seating area, and using hand sanitizer. Students are also required to follow the campus COVID-19 testing protocol.

Students who feel ill must not come to class. In addition, students who test positive for COVID-19 or have had an exposure that requires testing and/or quarantine must not attend class. The University will provide information to the instructor, in a manner that complies with privacy laws, about students in these latter categories. These students are judged to have excused absences for the class period and should contact the instructor via email about making up the work.

Students who fail to abide by these rules will first be asked to comply; if they refuse, they will be required to leave the classroom immediately. If a student is asked to leave the classroom, the non-compliant student will be judged to have an unexcused absence and reported to the Office for Student Conflict Resolution for disciplinary action. Cumulation of non-compliance complaints against a student may result in dismissal from the University.

## COURSE MATERIALS

Required Text Book:

Ibraiz Tarique, Dennis Briscoe, & Randall S. Schuler and. *International Human Resource Management: Policies and Practices for Multinational Enterprises* (5<sup>th</sup> edition). London: Routledge, 2015.

Case materials will be distributed in class by the instructor during the weeks when there is a case discussion

## ASSIGNMENTS AND GRADING

□ Class Participation	10%
□ Group Discussion Summary	10%
□ Weekly Quiz	10%
□ Midterm Exam	30%
□ Student Presentation	10%
□ Final Report	30%

***Class Participation.*** This course requires active participation in classes. The class participation will include your attendance and your contributions to the intellectual life of the classroom, demonstrated by your understanding of the assigned readings, your active involvement in class activities, and the meaningful questions or comments you raise during lectures and discussions.

Each student is allowed to miss no more than **TWO** classes in the semester and quizzes will not be counted into the grades for these two classes. However, students who miss two classes will not be eligible to drop the two lowest quiz scores. Every additional absence leads to **3** points cut in the final grade unless there are legitimate reasons and approved by the instructor.

If a student has never missed a class throughout the semester they will be eligible to drop the two lowest quiz scores. If a student misses only one class, they will only be eligible to drop the lowest quiz score.

Students are expected to be punctual and engage in respectful interactions with each other. Any behaviors that would distract others in the classroom such as talking on the phone, texting, using the internet for things irrelevant to the course, and emailing are prohibited. Students' grades on class participation may be negatively affected if they engage in these distractive behaviors.

***Online Weekly Quiz.*** In every teaching session you will need to complete a short quiz (5-10 minutes) on your readings. The quiz includes five questions in the format of the true/false, multiple-choice or filling in the blanks. Each quiz will cover the chapter(s), articles and cases that I have assigned for that class session. I may administer a quiz at the beginning, middle or end of class. There are **NO** make-up quizzes. The summing of quiz performance will be done after dropping the two lowest quiz scores.

***Group Discussion and Summary.*** Every week, there will be group discussion about a selected business case and related discussion questions. Although the group discussion will happen in the classrooms, to comply with University social distancing rules, it will be done through Zoom. To facilitate constructive and meaningful discussion, each group will be asked to provide a short summary of discussion. After group discussion is done, each group will be given 20 minutes to summarize their discussion and highlight main conclusions. Submission of the summary will be done via **Compass**. Grading of discussion summary will be done on a **three-point scale—fail, pass (good), and pass (very good)**.

After the first class of the semester, the instructor will assign each student to a discussion group. Each group will consist of 3 students. Students will remain with the same group members throughout the semester and also for the final group project. Group assignment will be done in a way to maximize diversity of group members.

***Midterm Exam (Week 7; subject to change).*** This will cover the readings, cases, and information contained in lectures prior to the exam. The test will be a take-home exam, and will be conducted through the course website. It is open book and open notes, but you may not consult your colleagues for answers. The exam will include a few essay questions and one case analysis.

Not submitting your mid-term exam on time will result in a 20% deduction from the mid-term grade for each day late.

Submission via Compass is required. Students should submit their answers via Compass. If technical problems occur students should send their answers as an attachment in Word format to my email listed at the beginning of the syllabus by the due date.

***Final Paper Project and Presentation.*** After the mid-term exam, students will start working on their final paper project. There will be an information session about the final paper project in **Week 8**. By the end of the semester, each group will write and present a strategic HRM report for their chosen country.

To write the report, imagine that you are senior HR executives of a consumer-product company from your home country that considers doing businesses abroad. First, you will need to pick a target country to enter. Then, as senior HR executives, you are required to conduct research about the country and make recommendations to the CEO about how the company shall proceed.

In the report, explain important issues of the country such as the following:

- Population size and composition
- Economic development
- Political situations
- Language issues
- Religion
- Ethnic groups
- Key characteristics of the country's culture
- Size of labor force
- Labor market participation rates (e.g., men versus women)
- Human capital development
- Labor standards and regulations—local, regional, and institutional
- Workplace cultures
- Globalization

The above list is far from complete, and you are encouraged to consider other important issues not included in the list. Based on your group's research on the above and other issues, develop an IHRM plan for the company's venture into the country. Consider the following issues:

- Mode of international investment (green-field or brown-field investment, mergers and acquisitions, joint ventures, or international alliances)
- Mode of control (e.g., centralized versus local autonomy)
- Strategies for legal compliance
- Staffing (e.g., sending home-country employees or hiring talents in the host country)
- Recruitment and retention
- Performance evaluation
- Diversity management strategies

The report should review relevant literatures, conduct in-depth analyses, report findings and recommendations. Students are encouraged to go beyond what they have already learned in class. That is, they should not just repeat course

materials. Instead, students are expected to conduct original research and present new and fresh information.

Refer to the template provided below for the format of the report. Students can modify the template if necessary. Maximum 12 pages, double spaced, in Times New Romans 12-point font, with margins of 1 inch.

The final project report is due on **May 4 (Week 15), Tuesday by 5 pm**

**Submission via Compass is required for paper submission.** If technical problems occur students should send their answers as an attachment in word/or PDF format to my email listed at the beginning of the syllabus by the due date. Not submitting your paper on time will result in a 20% deduction from the paper grade for each day late.

**Presentation.** There will be student presentations based on the final paper project during the class in **Weeks 13 and 14**. The schedule for student presentations will be decided during Week 9's class. Each group will make a 30-minute presentation to the class about their target country. Each group will also be paired with another group who will provide feedback and raise questions after presentation.

When presenting, it is recommended that each of the group members present some parts of the work. Students should make sure to properly reference all materials used to construct your points.

The presenter should send the final version of the group's **PPT** to the instructor no later than one day before the presentation.

### **Template for the Group Project Report**

#### I. Introduction

Explain why it is important for your company to do business in your target country  
Briefly discuss expected challenges

#### II. Analysis

Report the findings of your analysis regarding issues listed above.

#### III. Recommendation

Provide your solutions for the challenges analyzed in Section II  
IHRM planning for staffing, talent management, and performance evaluation

#### IV. Conclusion

Your input into the international strategic planning of the company: provide your recommendations about what mode of international investment the

company should adopt for your target country

## Grading Scheme

### Calculation of Course Grades

The final letter grade will be based on the following scale:

<u>LETTER GRADE</u>	<u>TOTAL SCORE</u>
A+	97-100
A	94-96.5
A-	90-93.5
B+	87-89.5
B	84-86.5
B-	80-83.5
C+	77-79.5
C	74-76.5
C-	70-73.5
D+	67-69.5
D	Below 66.5

### Class participation:

0: absence

5: Present, but no or irrelevant comments/questions; passive spectators.

8: Participation in group discussion

10: In addition to group discussion participation, a student has individual comments/questions that enhance the learning of fellow students by integrating conceptual frameworks, assigned readings, or personal experiences.

## **Class Schedule**

### **Week 1 (January 26): Course Introduction and Orientation**

### **Week 2 (February 2): International Business and HRM**

1. Tarique et al., Chapter 1
2. TED talk on international business
3. Case Discussion: Amazon in China

### **Week 3 (February 9): Strategic International HRM**

1. Tarique et al., Chapters 2 and 3
2. Case Discussion: Peter Hanson: Building a world-class product center for HI Tech Systems in China

### **Week 4 (February 16): People Issues in Alliances and Mergers**

1. Tarique et al., Chapter 4
2. Case Discussion: Lenova-IBM: Bridging cultures, languages, and time zones.

### **Week 5 (February 23): Cultural Issues and IHRM**

1. Tarique et al., Chapter 5
2. In-Class Exercise: The GLOBE Project website

### **Week 6 (March 2): International Employment Law, Labor Standards, and Ethics**

1. Tarique et al., Chapter 6
2. In-Class Exercise using the GLOBE Project website
3. Review session for Mid-term exam

### **Week 7 (March 9): Mid-Term Exam (On-Line)**

### **Week 8 (March 16): Final Group Project Discussion and Movie Case**

1. Discussion about the final group project. Each group choose their country for group project.
2. Movie Case Discussion: Outsourced (2006 film). We will watch part of the movie together and have discussion about the lessons we learn from the main character's trouble during his foreign assignment.

**Week 9 (March 23): International Workforce Planning and Staffing**

1. Tarique et al., Chapter 8
2. Case Discussion: Microsoft in Korea.

**Week 10 (March 30): International Recruitment, Selection, and Repatriation**

1. Tarique et al., Chapter 9
2. Case Discussion: Selecting a country manager for Delta Beverages India.

**Week 11 (April 6): Group Project Consultations (On-Line)**

**Week 12 (April 13): Break, No Class**

**Week 11 (April 6): International Training and Management Development**

1. Tarique et al., Chapters 10
2. Case Discussion: Fred Bailey: An innocent Abroad.
3. Student presentations

**Week 14 (April 27): International Compensation and Performance Management**

1. Tarique et al., Chapters 11 and 12
2. Case Discussion: Cross-Cultural Performance Evaluation in Thailand
3. Student presentation

**Week 15 (May 4): Course Overview and Evaluation**

1. Final paper due (by 5 pm)