

This is a tentative syllabus and subject to change at the instructor's discretion.

**LER566**  
**International Human Resource Management**  
**Fall 2018**  
**Thursdays 11:00-1:50**  
**Amory 134**

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### **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. You will be graded based on your performance on class participation, individual presentation, exams, and group presentations.

### **COURSE MATERIALS**

Required Text Books:

1. 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.
2. Sebastian Reiche, Günter K. Stahl, Mark E. Mendenhall, and Gary R. Oddou. *Readings and Cases in International Human Resource Management and organizational behavior* (6edition). London: Routledge, 2017.

### **ASSIGNMENTS AND GRADING**

□ Class Participation	10%
□ Group Discussion Summary	15%
□ Weekly Quiz	15%
□ Midterm Exam	30%
□ Group Project and Presentation	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. In order to receive credits for this course, students are not allowed to miss more than four classes under any circumstances.

If a student has never missed a class (including the final presentations) 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.

***Group Discussion and Summary.*** Every week, there will be group discussion about a selected business case and related discussion questions. 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 **pass-or-fail basis**.

After the first class of the semester, the instructor will assign each student to a discussion group. Each group will consist of 3 or 4 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.

***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 deal with 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.

***Midterm Exam (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 it is open book and open notes. You may not consult your colleagues

for answers. The exam will include a few essay questions and one case analysis.

**Due Date: Friday, March 16, 2018 at 12:00 AM.**

**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 Group Project and Presentation.*** Toward the end of the semester, each group is required to 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.

Preliminary outline of the group project is due on **November 8, 2018, Thursday at 11 am.**

The final project report is due on **December 10, 2018, Monday at 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.** Each group will make a 20-minute presentation to the class about their target country. 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. Within groups, peers will evaluate group-member contributions. Within the class, those listening to presentations (meaning the instructor and all of the students) will evaluate the quality of the presentation. It is presentation only; no written paper is required for group presentation.

The group leader should send the final version of the group's **PPT** to the instructor no later than **12 pm, December 5, 2018.**

### **Template for the Interview Paper**

#### **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



Panel question/interaction with the audience (5%) whether show clear understanding of the questions and answer them with ease and expertise; whether actively engage with the audience.

### Peer Evaluation for Group Project

Please evaluate the contributions of all members of your team, including yourself. For each person, check one of the five options. This information is confidential. Return to the sheet to me after the group presentation on **December 6, 2018**.

Team member #1 (SELF) \_\_\_\_\_

- A major force; beyond what is expected
- Normal, solid contributor; did a major part of project; contributions were of high quality
- O.K., but slightly below expectations; did what was asked; contributions were acceptable
- Marginal; did some work, but could not depend on this person.
- Checked out; was a team member in name only

Team member #2 \_\_\_\_\_

- A major force; beyond what is expected
- Normal, solid contributor; did a major part of project; contributions were of high quality
- O.K., but slightly below expectations; did what was asked; contributions were acceptable
- Marginal; did some work, but could not depend on this person.
- Checked out; was a team member in name only

Team member #3 \_\_\_\_\_

- A major force; beyond what is expected
- Normal, solid contributor; did a major part of project; contributions were of high quality
- O.K., but slightly below expectations; did what was asked; contributions were acceptable
- Marginal; did some work, but could not depend on this person.
- Checked out; was a team member in name only

Team member #4 \_\_\_\_\_

- A major force; beyond what is expected
- Normal, solid contributor; did a major part of project; contributions were of high quality
- O.K., but slightly below expectations; did what was asked; contributions were acceptable
- Marginal; did some work, but could not depend on this person.
- Checked out; was a team member in name only

**Class Schedule Spring 2018**  
(Tentative, Subject to Change)

Week	Date '2018	Topic	Chapter/Case/Readings
1	August 30	Course Introduction and Orientation	
2	September 6	The Internationalization of HRM	<ol style="list-style-type: none"> <li>1. Tarique et al., Chapter 1</li> <li>2. Evans, P., &amp; Pucik, V., &amp; Bjorkman, I, Putting the challenges of international human resource management into perspective. In Reiche et al. pp. 3-23.</li> <li>3. Guest Speaker: Rebekah Ferguson (General Mills)</li> </ol>
3	September 13	Strategic International HRM	<ol style="list-style-type: none"> <li>1. Tarique et al., Chapters 2 and 3</li> <li>2. Case: Peter Hanson: Building a world-class product center for HI Tech Systems in China. In Reiche et al., pp. 61-69.</li> </ol>
4	September 20	People Issues in Alliances and Mergers	<ol style="list-style-type: none"> <li>1. Tarique et al., Chapter 4 (including case 4.1)</li> <li>2. Case: Lenova-IBM: Bridging cultures, languages, and time zones. In Reiche et al., pp. 373-387.</li> </ol>
5	September 27	Cultural Issues and IHRM	<ol style="list-style-type: none"> <li>1. Tarique et al., Chapter 5</li> <li>2. In the eyes of the beholders: Cross-cultural lesson in leadership from project Globe. In Reiche et al., pp. 119-154.</li> <li>3. Movie case: outsourced (2006 film) directed by John Jeffcoat. Available at Amazon instant video. Need to pay to watch it.</li> </ol>
6	October 4	International Employment Law, Labor Standards, and Ethics	<ol style="list-style-type: none"> <li>1. Tarique et al., Chapter 6</li> <li>2. Case: Levis Strauss &amp; Co.: Addressing child labor in Bangladesh. In Reiche et al., pp. 446-457.</li> <li>3. Donaldson, T. Values in Tension. In Reiche et al., pp. 403-415.</li> </ol>

7	October 11	International Workforce Planning and Staffing	<ol style="list-style-type: none"> <li>1. Tarique et al., Chapter 8</li> <li>2. <b>Case.</b> “Microsoft in Korea by Jordan.” I. Siegel and Lynn Pyun. HBS Case 9-713-522.</li> </ol>
8	October 18	International Recruitment, Selection, and Repatriation	<ol style="list-style-type: none"> <li>1. Tarique et al., Chapter 9 (including case 9.1)</li> <li>2. Case 9.1 A world marketplace for jobs in project-based work environment. In Tarique et al., pp.278-279.</li> <li>3. <b>Case:</b> Selecting a country manager for Delta Beverages India. In Reiche et al., pp. 243-247</li> </ol>
9	October 25	<p><b>Take-home Midterm Exam Week</b></p> <p><b>Due on October 25, Thursday at 5 pm</b></p>	<p>No Class</p> <p>Mid-term exam questions will be posted to the course website October 22, Monday at 9 am.</p>
10	November 1	International Training and Management Development	<ol style="list-style-type: none"> <li>1. Tarique et al., Chapters 10 (including case 10.1)</li> <li>2. <b>Case 10.1:</b> Management Training in Africa (Malawi). In Tarique et al., page 321-322</li> <li>3. <b>Case:</b> Fred Bailey: An innocent Abroad. In Reiche et al., pp. 269-275.</li> </ol>
11	November 8	<p>International Compensation</p> <p><b>Outline of group project due</b></p>	<ol style="list-style-type: none"> <li>1. Tarique et al., Chapter 11</li> <li>2. <b>Case:</b> 11.1 Compensation problems with a global Workforce. In Tarique et al., pp. 373-374</li> <li>3. <b>Case:</b> Expatriate compensation at Robert Bosch GmbH: Coping with modern mobility challenges</li> </ol>
12	November 15	International Employee Performance Management	<ol style="list-style-type: none"> <li>1. Tarique et al., Chapter 12 (including case 12.1)</li> <li>2. <b>Case:</b> Andreas Weber’s reward for success in an international assignment: A return to an uncertain future. In Reiche et al., pp. 283-286.</li> </ol> <p>Oddou, G., &amp; Mendenhall, M., Expatriate performance appraisal: Problems and solutions. In Reiche et al., pp. 249-254.</p>

<b>13</b>	November 22		Thanksgiving Break. No Class.
<b>14</b>	November 29	Project Day	Each group will meet with the instructor to discuss the topic of their projects
<b>15</b>	December 6	Group Presentations  <b>Group project report due on December 10, Monday, at 5 pm</b>	