



**Course number : GIE-6086**

**Course title: International Human Resources Management.**

**3 credits. Fall Semester 2011.**

**Professor**

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Class

Tuesday 12:30-15:20 PAP 3325

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**Administrative support :**

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**Course Description:**

**The following topics will be covered in this course in the context of international human resources management:** culture, international compensation and benefits, international organizations and their structures, international assignment management, the legal and regulatory considerations that global organizations face, comparative human resources practices across the globe, expatriation, reentry, and research issues on IHRM.

This course helps students identify differences in human resource management of a domestic versus an international organization and how to adapt HR practices to operate successfully in foreign markets.

**Course Objective:** The objective of this course is to help the learner gain insight into and appreciation for the complexities and differences of managing HR in an international context.

**Course Outcomes:** Upon completion of this course, the learner will:

- Gain an understanding of the IHRM function, including:
  - Global workforce planning
  - International assignee selection and management
  - Performance management
  - Compensation and benefits
  - Training, teams and management development
  
- Understand the legal and regulatory environment and implications of operating in an international organization:
  - National employment laws
  - Important foreign laws, including specific EU requirements
  - Extra-territorial laws
  - Regulatory bodies
  - International ethics
  
- Gain an appreciation for the intricacies of managing global organizations
  - International orientation and strategies along with modes of entry
  - Organizational design and structure
  - Cultural implications and differences
  - Global HR structure and support
  
- Gain an understanding of comparative IHRM practices around the world and current research trends:
  - HRM practices in North America, Europe and Australia
  - HRM practices in Africa, Asia, and Latin America
  - Research on IHRM: Issues and Theoretical Developments

**Attendance Policy:** Attendance is in the learner's best interest. Those who don't attend cannot participate and will thereby affect their grades in a negative manner.

**Course Format:** Class will be introduced with learning objectives for the day. Class will be facilitated through a combination of PowerPoint lectures, class discussion, reviews of instructional vignettes (presented in the text), and learner participation and presentations. Each learner should be prepared for the day by reading the assigned text chapters and preparing answers for the corresponding discussion questions and vignettes.

**Class Preparation:** Learners are expected to read and prepare in advance all assigned materials for the day. Learners are responsible for all materials regardless of whether or not they are covered in class. No late work will be accepted unless previously cleared with the instructor.

### **Required Readings:**

- Dennis R. Briscoe, Randall S. Schuler and Lisbeth Claus, 2011, "INTERNATIONAL HUMAN RESOURCE MANAGEMENT : Policies and practices for multinational enterprises. Fourth Edition, Routledge Publication, ISBN 978-0-415-88476-1.

### **Suggested Readings:**

- Paul R. Sparrow, 2009, "HANDBOOK OF INTERNATIONAL HUMAN RESOURCE MANAGEMENT: Integrating People, Process and Context, Wiley publication.
- Michael M. Harris, 2008, Handbook of Research in International Human Resource Management Lawrence Erlbaum Associates publication.
- Gunter K. Stahl and Ingmar Bjorkman, 2006, Handbook of Research in International Human Resource Management, Edward Elgar publication.
- Chris Rowley, 1998, Human Resource Management in the Asia Pacific region: Convergence Questioned, Frank Cass publication.
- Pawan S. Budhwar, 2004, Managing Human Resources in Asia Pacific, Routledge publication.
- Marta M. Elvira and Anabella Davilla, 2005, Managing Human Resources in Latin America, Routledge publication.
- Ken Kamoche, Yaw Debrah, Frank Horwitz, and Gerry Nkombo Muuka, 2004, Managing Human Resource in Africa, Routledge publications.
- Stefan Groschl, Peter J. Dowling, Marion Festing and Allen D. Engle, (2009), International Human Resource Management: A Canadian Perspective. Nelson Publications.
- ALBRECHT, M.H., "Building a Global Workforce Starts with Recruitment" in International HRM: Managing Diversity in the workplace. (2001). Blackwell Publishers Ltd, p.148-151.
- Cavusgil S. T., Knight G., Riesenberger J.R., (2008). International Business, Strategy, Management and the New Realities. Prentice Hall, pp. 124-192; 546-578.

- Sanyal R. N., (2001). International Management. A Strategic Perspective. Prentice Hall, pp. 367-480.
- Wild J.J, Wild K.L., Han J.C.Y. (2008) International business the challenges of globalization. Prentice Hall, pp. 438-457.
- Daniels J.D., Radebaugh L. H., Sullivan D. P., (2006). International Business. Environments and Operations. Prentice Hall, pp. 704-740
- Deresky H., (2008) International Management, Managing Across Borders and Cultures. Prentice Hall, pp. 339-454

### **How Will This Course Be Organized?**

The course is organized around 13 classes of three hours each. Four main instructional strategies will be used: lecture by the professor, group presentation and discussions, guest speakers from the real world of expatriation, and in class case analysis.

### **Course Evaluation:**

The evaluation of this course will consist of a mix of individual (70%) and group work (30%) and will include the following:

*Individual assignments:* in replacement of midterm and final exams, there will be:

- three (3) in-classroom tests for **30%**. Tests will be taken during class time. Students will bring their laptops for the test.
- three (3) individual take-home case analyses. **The three take-home cases will count for 30% of the final grade.** The case analysis will be based on different perspectives of IHRM issues including, but not limited to, strategy and culture. Students will be judged based on their ability to recommend alternative solutions to the problems organizations face while managing human resources abroad. Each case analysis should be two pages, single spaced in length, using Times New Roman 12. The 2 pages are exclusive of references, charts and figures. An evaluation grid will be found in this syllabus. Cases analyses are to be posted in the WEBCT digital drop box.

The case assignments are due on the dates specified in the attached course calendar and analysis must be submitted via digital drop box available in the WEBCT of the course. **No late assignments will be accepted.**

*Participation: 10% of the final grade.* Students' participation will be calculated based on the implication in classroom debates, WEBCT forums, and the evaluation of their peers' oral presentations according to the attached form.

*International Group Project / Presentation and Report:* A typical international group in this course will consist of students from different cultures who will choose a company from the professor's list. The team will make the presentation in the class on human resources challenges in the internationalization process of a Fortune 500 global company or equivalent NGO. A copy of the presentation slides must be sent to the professor at least one day before the class. The international group presentation will be worth **10%** of the final grade. The same team will also

author a written report based on their presentation and comments from the audience. The written report will be worth **20%** of the final grade. Its length will be 10 to 12 pages, single spaced, Times News Roman 12, and exclusive of references, graphs and statistics. The written report is to be sent to the digital drop box on December 6.

### Evaluation Summary

Activity	Method	%
3 Tests in Classroom	Individual	30 %
3 Take-home case studies	Individual	30%
Participation	Individual	10%
International Team PPT	Group	10%
International Team Report	Group	20%

### Grading system:

	Grade
[100 – 95]	A +
[94 – 90]	A
[89 – 85]	A-
[84 – 80]	B +
[79 – 75]	B
[74 – 70]	B -

Intervalle	Grade
[69 – 65]	C+
[64 – 60]	C
[59 – 0]	E (Failure)

**Course Calendar  
Autumn 2011 Format**

<b>Class/ Dates</b>	<b>Lecture/Discussion Topic/ Assignments Due on Date Listed</b>	<b>Additional Activities/ Presentations</b>
1- 06/09/2011	Course introduction. Syllabus discussion	
2- 13/09/2011	Chap. 1: The Internationalization of Human Resource Management	How to analyze a case study
3- 20/09/2011	Chap. 2: Strategic International Human Resource Management Chap. 3 : Creating the international organization: Strategy and structure	How to make effective business presentation
4- 27/09/2011	Chap. 4: International Mergers and Acquisitions	Review of chap. 1 to 4 before test 1 <b>Case 1 posted</b>
5- 04/10/2011	Chap. 5: IHRM and Culture	Guest speaker for section A. <b>Test 1 from chapters 1 to 4. Case 1 due</b> in digital drop box by midnight.
6- 11/10/2011	Chap. 6: International Employment Law, Labor Standards, and Ethics. Chap. 7: International Employee Relations	International Human Resources databases. <b>Case 2 posted on WEBCT</b>
7- 18/10/2011	Chap. 8: International Workforce Planning and Staffing Chap. 9: International Recruitment, Selection, and Repatriation Chap. 10 Training and management development in the multinational enterprise.	<b>Test 2 from chapters 5 to 7. Case 2 due</b> in digital drop box by midnight.
8- 25/10/2011	Chap. 11: International Compensation, Benefits, and Taxes Chap. 12: International Employee Performance Management Chap. 13: Well-Being of the International Workforce, and International HRIS	Presentation of team project 1: IHRM Practices at International Red Cross. <b>Case 3 posted on WEBCT</b>
<b>31/10-05/11/2011</b>	<b>READING WEEK</b>	
9- 08/11/2011	Chap. 14: Comparative IHRM Chap. 15 : The IHRM Department, Professionalism and Future Trends	<b>Case 3 due</b> in digital drop box by midnight. <b>Test 3 from chapters 8 to 13.</b>
10- 15/11/2011	Presentation of international team projects 1 to 3	
11- 22/11/2011	Presentation of international team projects 4 to 6	
12- 29/11/2011	Presentation of international team projects 7, 9, and 10	
<b>13- 06/12/2011</b>	<b>Submission of international team report in the digital drop box before midnight</b>	

## Evaluation Forms

### FORM A (W)

#### Evaluation and Assessment of “Case writing” Assignments

Faculty name	
Course # and name	
Section	
Semester and year	
Number of students	
Which school of business learning goal(s) are found in the assignment	
Which Program learning goal(s) are found in this assignment	
Department	
Student Name (s)	
Score (s)	
Total Score	

<b>Traits</b>	<b>Points</b>
<p><u>A. ORGANIZATION</u> – Lightens the burden of the reader and helps him/her to establish meaning. You need to provide:</p> <p style="margin-left: 40px;">a. <i>Structure</i>: Include a formal outline which provides a clear and logical sequence of communication. The outline can be made apparent by the use of headings and subheadings.  <div style="text-align: right; margin-right: 100px;">Score _____ (max 2 points)</div></p> <p style="margin-left: 40px;">b. <i>Introduction</i>: An adequate exposition of the problem should state the questions asked, and the reasons for asking them.</p>	



SCORING:

Scoring categories	Definition of score category	Scores
0 – 19	Below average	
20 – 26	Average	
27 – 30	Above average	

## FORM A (C)

### Evaluation and Assessment of Case Assignments

Faculty name	
Course # and name	
Section	
Semester and year	
Number of students	
Which school of business learning goal(s) are found in the assignment	
Which Program learning goal(s) are found in this assignment	
Department	
Student Name (s)	
Score (s)	
Total Score	

<b>Traits</b>	<b>Points</b>
<p>A. <u>ORGANIZATION</u> – Lightens the burden of the reader and helps him/her to establish meaning. You need to provide:</p> <ol style="list-style-type: none"> <li>1. <i>Structure</i>: Include a formal outline which provides a clear and logical sequence of communication. The outline can be made apparent by the use of headings and subhead. Score _____ (max 2 points)</li> <li>2. <i>Introduction</i>: An adequate exposition of the problem should state the questions asked, and the reasons for asking them. Score _____(max 4 points)</li> </ol>	

<p>3. <i>Analysis of the case:</i> (max 6 points)</p> <p>i. Thorough Score _____</p> <p>ii. Comprehensiveness of solution Score _____</p> <p>iii. Assumptions and data analysis Score _____</p> <p>iv. Summarized data Score _____</p> <p>v. Relevancy of arguments Score _____</p> <p>vi. Evaluation of alternative solutions Score _____</p> <p>4. <i>Discussion:</i> Point out limitations of solutions, and briefly give the implications of implementing the solution on theory and practice. Score _____ (max 5 points)</p> <p>5. <i>Conclusion or summary:</i> The analysis should end with a brief formal summary of the problem, the analysis, and the conclusions. Score _____ (max 4 points)</p>	
<p><b>B. QUALITY AND STYLE OF WRITING.</b> Writing should be: - (max 4 points)</p> <p>i. Clear Score _____</p> <p>ii. Precise Score _____</p> <p>iii. Unambiguous Score _____</p> <p>iv. Economical Score _____</p>	
<p><b>C. MECHANICS: -</b> (max 5 points)</p> <p>i. Grammar Score _____</p> <p>ii. Spelling Score _____</p> <p>iii. Punctuation Score _____</p> <p>iv. Margins, &amp; Pagination Score _____</p> <p>v. Bibliography (if any) Score _____</p>	
<p>Total</p>	

**SCORING:**

Scoring categories	Definition of score category	Scores
0 – 19	Below average	
20 – 26	Average	
27 – 30	Above average	

**FORM A (O)**

Evaluation and Assessment of Oral presentation

Faculty name	
Course # and name	
Section	
Semester and year	
Number of students	
Which school of business learning goal(s) are found in the assignment	
Which Program learning goal(s) are found in this assignment	
Department	
Student Name (s)	
Score (s)	
Total Score	

Traits	Points
<p>A. PREPARATION/CONTENT (Max 15 points)</p> <p>a. <i>Opening Statement</i>: Clear imaginative opening statement, presenting issues and organization for speech. (max 3 points)      Score _____</p> <p>b. <i>Organization</i>: Clear organization of the presentation, reinforced by media, remain focused (max 3 points)      Score _____</p> <p>c. <i>Content</i>: Currency, Relevance, appropriate sources (max 3 points)      Score _____</p> <p>d. <i>Quality of Slides</i>: Professional, easy to read, to the point (max 3 points)      Score _____</p> <p>e. <i>Quality of Conclusion</i>: Level of analysis, appropriateness of solution (max 3 points)      Score _____</p>	
<p>B. PRESENTATION (max 15 points)</p> <p>a. <i>Voice quality, pace, time management</i> (max 3 points)      Score _____</p> <p>b. <i>Mannerisms</i>      (max 3 points)      Score _____</p> <p>c. <i>Professionalism</i>      (max 3 points)      Score _____</p> <p>d. <i>Use of Media</i>      (max 3 points)      Score _____</p> <p>e. <i>Ability to answer questions</i>: Handles all questions with relevant, correct information, expands on answers (max 3 points)      Score _____</p>	

SCORING:

Scoring categories	Definition of score category	Scores
0 – 19	Below average	
20 – 26	Average	
27 – 30	Above average	

## FORM A (T)

### Evaluation and Assessment of Teamwork

[Can be used for oral and written group projects]

Sum of all the A (t) forms will be reported in form B (t)

Faculty name	
Course # and name	
Section	
Semester and year	
Number of students	
Which school of business learning goal(s) are found in the assignment	
Which Program learning goal(s) are found in this assignment	
Department	
Student Name (s)	
Score (s)	
Total Score	

<b>Your Name</b> _____ <b>Today's Date</b> _____	
<b>Name of Team Member being Evaluated</b> _____	
1. <b><u>INTEREST AND ENTHUSIASM</u></b> – this person's attitude toward and interest in doing good work on time is....	

very

very

enthusiastic 5 enthusiastic 4 indifferent 3 unenthusiastic 2

very unenthusiastic 1

2. **QUALITY OF WORK** – This person submits quality work.

all the most of

time the time sometimes seldom never

5 4 3 2 1

3. **CREATIVITY** – This person contributes good ideas to help the group do the work.

nearly

always many times sometimes a few times never

5 4 3 2 1

4. **“VOLUNTEERISM”** – How often does this person volunteer to do work that needs to be done?

more than

anyone else a lot sometimes seldom never

5 4 3 2 1

5. **DEPENDABILITY** – Can you rely on this person to do what (s)he says (s)he’ll do?

always usually sometimes rarely never

5 4 3 2 1

<b>6. QUANTITY OF WORK</b> – How would you describe the amount of work this person contributes to the group’s efforts?					
more than anyone else 5	more than most 4	fair share 3	very little 2	nothing 1	
<b>Total</b>					

SCORING:

Scoring categories	Definition of score category	Scores
0 – 19	Below average	
20 – 26	Average	
27 – 30	Above average	