

GIE-6086 : International Human Resources Management

NRC 83072

Automne 2012

Temps consacré : 3-0-6

Crédit(s) : 3

The main objective of the course is to introduce students to the challenges and issues related to human resources management abroad. It will bring students to discussions of frameworks recently developed by scholars in human resource management systems of other nations. Variations in employment systems across nations will be discussed as well. Special attention will be paid to the four main stages of the human resources management cycle: attraction, recruitment, retention, and exit. After having completed the course, students should be able to design, analyze, and implement efficient management strategies and practices in the field of international HRM.

Plage horaire :

Cours en classe

Lundi 08h30 à 11h20 [PAP-3313](#) Du 4 sept. 2012 au 14 déc. 2012

Site de cours : <https://www.portaildescours.ulaval.ca/ena/site/accueil?idSite=37919>

Office Numbers and Schedules

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Disponibilités :

Lundi 08h00 à 12h30 [bureau 1630 PAP](#) Du 3 sept. 2012 au 15 déc. 2012

Mardi 08h30 à 12h00 [bureau 1630 PAP](#) Du 3 sept. 2012 au 15 déc. 2012

Soutien technique :

Comptoir d'aide APTI (FSA)

Palasis Prince, Local 2215-B

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Course Description

Introduction

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.

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 presentations, class discussions, reviews of instructional vignettes (presented in the text), and learners' 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, 2012, "INTERNATIONAL HUMAN RESOURCE MANAGEMENT : Policies and practices for multinational enterprises. Fourth Edition, Routledge Publication, ISBN 978-0-415-88476-1.

Note on the course workload: this **graduate** university course requires an average of **9 to 12** hours of work per week. You should be fully aware that to undertake this course successfully you must have the time to devote to it.

General Objectives

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.

Detailed Objectives

Course Outcomes: Upon completion of this course, the learner will gain an understanding of the IHRM function, including:

Understand the legal and regulatory environment and implications of operating in an international organization;

Gain an appreciation for the intricacies of managing global organizations;

Gain an understanding of comparative IHRM practices around the world and current research trends.

Alignment between Courses and Program Objectives

To maintain our AACSB accreditation, the FSA must comply with the latest Assurance of Learning standards. Assurance of Learning stipulates that program goals and objectives must be established for each of our degree programs (BBA, MBA, M.Sc. and Ph.D.). We must also ensure that effective learning takes place for each goal and objective. This is ascertained by measuring the degree of achievement in certain target courses, but all MBA courses must demonstrate a link with their program goals and objectives.

For each goal and objective, you must state whether your course initiates learning, develops learning already initiated or fully integrates learning. If you are teaching a course open to both MBA and M.Sc. students, your course plan must provide a separate matrix for each program.

MBA Programme Matrix :

	Degree of achievement in the course ¹	Performance-based measures ²
1. Resolve complex problems in a context of uncertainty.		
2. Communicate effectively.		
3. Manage work teams.		
4. Recognize key issues at the local and international levels.		
5. Show leadership abilities.		
6. Use information and communication technologies in organizational design, development and management.		
7. Encourage socially responsible behaviour.		

M.Sc. Programme Matrix :

	Degree of achievement in the course ¹	Performance-based measures ²
1. Develop a thorough mastery of knowledge in one's field of study		
2. Have significant experience in the research process		
3. Demonstrate ethical behavior		
4. Communicate		

« ¹Initiated means that learning is becoming evident in line with the program's goals and objective. Developing indicates identifiable learning in relation to the goals and objectives. Integrated means that the goals and objectives are understood and applied in a relevant manner in a variety of new contexts and situations. A course may incorporate one or more of the program's goals and objectives. It may also initiate the learning process towards one goal and integrate the learning of another, depending on the particular abilities and skills on which the course focuses. »

« ² This refers to the evaluation methods used in the course to assess the degree of achievement of the program goals, for example: case study, open exam question, project, portfolio, quiz, etc. The same evaluation methods could be used to collect Assurance of Learning data. »

Instructional Approach

This course uses a teaching method appropriate for management education. As such, the class format and teaching materials are intended to stimulate learning through collaboration, communication and individual work. The goal is to assist students in managing their time in a manner that is flexible yet structured and therefore enhance the learning process.

In this course you will have to read the required book and apply the concepts in class discussions, case analysis, group projects and presentations.

Here is a list of learning activities that will be used in the course:

Learning Activities	Description
Required and Suggested Readings	You will be assigned a reading list from the required book that will help you to assimilate the subject's concepts.
PowerPoint Presentations	A series of PowerPoint presentations summarizing the course material will be discussed in classroom.
Guest speakers and videos	Videos by experts and practitioners as guest speakers will allow you to link with the real world of business.
Your Contribution to Course Development	During the session, you will be asked to analyse and submit three cases on IHRM.
Discussion Forums	Whether to ask a question about the subject or participate in a debate, you will have to use the course forum available on ENA.
In classroom Quizzes	To help you gauge where you are in understanding the course material, three quizzes will be done during the session.
Practical Work and Exercises	Exercises will be given to help you prepare for case analyses.
Group presentation	Please consult the Evaluation section for more information.
Term Paper	Please consult the Evaluation section for more information.

Supervision

There are no midterm and final exams. However, for a regular learning rhythm from the beginning of term, you will have an evaluation activity every week starting from week 3. Students are the sole managers of their own time, but they must submit their assignments by the deadlines or face a penalty.

In addition to the discussion in classroom, students are invited to submit answers on the forums. This is an arena of learning where mistakes are allowed. The teacher will read all messages on the forums. The teacher will visit the course site three times per week, on Monday, Tuesday, Friday. Questions will not be answered immediately. Personal emails will be answered three times per week. To ensure a prompt answer, you are asked to make your questions and comments clear and self-explanatory (e.g. cite the names of the documents and the page numbers referred to).

Course Content

Le tableau ci-dessous présente les semaines d'activités prévues dans le cadre du cours.

Titre	Date
Course introduction. Syllabus discussion Chap. 1: The Internationalization of Human Resource Management. How to make effective business presentation.	10 sept. 2012
Chap. 2: Strategic International Human Resource Management. Chap. 3 : Creating the international organization: Strategy and structure. How to analyze a case study	17 sept. 2012
Chap. 4: International Mergers and Acquisitions	24 sept. 2012
Chap. 5: IHRM and Culture	1 oct. 2012
Chap. 6: International Employment Law, Labor Standards, and Ethics. Chap. 7: International Employee Relations	15 oct. 2012
Chap. 8: International Workforce Planning and Staffing. Chap. 9: International Recruitment, Selection, and Repatriation. Chap. 10 Training and management development in the multinational enterprise.	22 oct. 2012
Chap. 11: International Compensation, Benefits, and Taxes. Chap. 12: International Employee Performance Management	5 nov. 2012
Chap. 13: Well-Being of the International Workforce, and International HRIS. Chap. 14: Comparative IHRM	12 nov. 2012
Chap. 15 : The IHRM Department, Professionalism and Future Trends	19 nov. 2012

Presentation of international team projects 1 to 3	26 nov. 2012
Presentation of international team projects 4 to 7	3 déc. 2012
Presentation of international team projects 8 to 11	10 déc. 2012
Submission of international team report in the digital drop box before midnight	17 déc. 2012

Note : Veuillez vous référer à la section Course Content de votre site de cours pour de plus amples détails.

Evaluations & Grading

Graded Assignments

Sommatives

Titre	Date	Mode de travail	Pondération
Quizz	Le 1 oct. 2012 de 08h30 à 08h45	Individuel	10 %
Quizz2	Le 22 oct. 2012 de 08h30 à 08h45	Individuel	10 %
Quizz3	Le 12 nov. 2012 de 08h30 à 08h45	Individuel	10 %
Case study 1	Dû le 24 sept. 2012 à 23h59	Individuel	10 %
Case study 2	Dû le 15 oct. 2012 à 23h59	Individuel	10 %
Case study 3	Dû le 5 nov. 2012 à 23h59	Individuel	10 %
Participation	Du 10 sept. 2012 à 08h31 au 17 déc. 2012 à 23h59	Individuel	10 %
Group presentation	À déterminer	En équipe	10 %
Final written report	À déterminer	En équipe	20 %

Formatives

Titre	Date	Mode de travail
Cette liste ne contient aucun élément.		

Informations détaillées sur les évaluations sommatives

Quizz

Date et lieu :	Le 1 oct. 2012 de 08h30 à 08h45, Classroom
Mode de travail :	Individuel
Pondération :	10 %
Remise de l'évaluation :	<ul style="list-style-type: none"> paper test

Quizz2

Date :	Le 22 oct. 2012 de 08h30 à 08h45
Mode de travail :	Individuel
Pondération :	10 %
Remise de l'évaluation :	<ul style="list-style-type: none"> paper test multiple choice
Matériel autorisé :	none

Quizz3

Date :	Le 12 nov. 2012 de 08h30 à 08h45
Mode de travail :	Individuel

Pondération :	10 %
Remise de l'évaluation :	• paper test multiple choice
Matériel autorisé :	none

Case study 1

Date de remise :	24 sept. 2012 à 23h59
Mode de travail :	Individuel
Pondération :	10 %
Remise de l'évaluation :	• Boîte de dépôt

Directives de l'évaluation :

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. Cases analyses are to be posted in the course digital drop box.

Case study 2

Date de remise :	15 oct. 2012 à 23h59
Mode de travail :	Individuel
Pondération :	10 %
Remise de l'évaluation :	• Boîte de dépôt

Directives de l'évaluation :

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. Cases analyses are to be posted in the course digital drop box.

Case study 3

Date de remise :	5 nov. 2012 à 23h59
Mode de travail :	Individuel
Pondération :	10 %
Remise de l'évaluation :	• Boîte de dépôt

Directives de l'évaluation :

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. Cases analyses are to be posted in the course digital drop box.

Participation

Titre du forum :	general participation to the class
Période de contribution :	Du 10 sept. 2012 à 08h31 au 17 déc. 2012 à 23h59
Mode de travail :	Individuel
Pondération :	10 %

Directives de l'évaluation :

Students' participation will be calculated based on the implication in classroom debates, and the evaluation of their peers' oral presentations according to the attached form.

Group presentation

Date de remise :	À déterminer
Mode de travail :	En équipe
Pondération :	10 %
Remise de l'évaluation :	• Peers' evaluation

Directives de l'évaluation :

A typical international group in this course will consist of students from different cultures who will choose a topic 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.

Final written report

Date de remise : À déterminer
Mode de travail : En équipe
Pondération : 20 %
Remise de l'évaluation : • [Boîte de dépôt](#)

Directives de l'évaluation :

In addition to the group presentation which 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 before December 17.

Grading Scale

Cote	% minimum	% maximum
A+	95	100
A	90	94,99
A-	85	89,99
B+	80	84,99
B	75	79,99
B-	70	74,99

Cote	% minimum	% maximum
C+	65	69,99
C	60	64,99
E	0	59,99

Course Language Policy

Students have the possibility of handing in their papers and answering their exams in French with no consequences on their grade. However, course materials, instructions and exams will not be translated and will be available in English only.

Plagiarism

The FSA does not tolerate conduct that does not comply with its ethical standards. The [Règlement disciplinaire à l'intention des étudiants de l'Université Laval](#) lists some 20 academic infractions that are subject to penalty. Everyone knows the most common errors, but are you aware that copying a few sentences from a work on paper or a website without inserting quotation marks or citing the source are two of the infractions? Or that summarizing an author's original idea in your own words without citing the source, and translating a text in part or entirely without stating its origin, are also prohibited? To avoid exposing yourself to consequences ranging from failing a course to expulsion from the university, consult the following website: <http://www.fsa.ulaval.ca/plagiat>. You'll find everything you need to avoid plagiarism.

Disciplinary Regulations

Any student who is found to have committed a violation of the Règlement disciplinaire à l'intention des étudiants de l'Université Laval (Université Laval student disciplinary regulations) in this course, especially involving plagiarism, will be subject to the penalties set out in the regulations. Students should familiarize themselves with sections 28 to 32 of the disciplinary regulations.

These can be found (in French only) at the following web address:
http://www.ulaval.ca/sg/reg/Reglements/Reglement_disciplinaire.pdf

Students with disabilities, learning difficulties or mental health problems

Students who have a letter of Attestation d'accommodations scolaires [English: certificate of academic accommodation] issued by a counsellor from the Accueil et soutien aux étudiants en situation de handicap section [French acronym: ACSESH; English:

students with disabilities support services section] must inform their professor or instructor at the start of the session so that accommodation measures in the classroom or during examinations can be put in place by their program administration. Students with a functional impairment or disability who do not have this letter must contact the ACSESH at 656-2880 as soon as possible.

ACSESH strongly recommends that you take advantage of all the services to which you are entitled in order to succeed in your program, without discrimination or special privileges. For more information, please see the Procédure de mise en application des mesures d'accommodations scolaires [English: application for accommodation measures] at:

https://www.aide.ulaval.ca/cms/Accueil/Situations_de_handicap.

Deadlines and Overdue Work

The learning schedule laid out in the calendar should be adhered to as much as possible. Overdue work will not be accepted.

There are exceptional circumstances that may prevent a student from submitting an assignment on time. In such cases, it is the student's responsibility to inform the teacher as soon as possible to discuss an extension or plan an alternative.

Laptop and Software Requirements

Students are expected to have a laptop compatible with the FSA's IT environment in order to participate in course activities both inside and outside the classroom (e.g. management simulations, online quizzes, Securexam, etc.).

Minimum software requirements for compatibility with the FSA's environment:

- Operating system:
 - Windows 7, Vista or XP
- Office Suite:
 - Microsoft Office 2007, 2003, XP or 2000:
 - Word, Excel, PowerPoint
- Browser:
 - Internet Explorer 7.0 or later

Course Evaluation

A formative course evaluation will be before the reading week. This confidential evaluation will be used only by your teacher to ascertain the appropriateness of the teaching method or whether adjustments are required before the end of the session.

At the end of the course, the Faculty will conduct a summative evaluation, by soliciting your comments and suggestions, to determine whether the teaching method achieved its goals and your degree of satisfaction. During the session, a link to the course evaluation questionnaire will be uploaded to the course website home page. This evaluation is very important, as it will allow us to improve the course. The course supervisors thank you in advance for your collaboration. Please note that this evaluation is confidential.

Link to the [course evaluation system](#).

Teaching Materials

Required Materials



International human resource management : policies and practices for multinational enterprises (4th ed édition, xxiv tome)

Auteur : Briscoe, Dennis R., 1945-, Schuler, Randall S, Tarique, Ibraiz

Éditeur : Routledge(New York, NY, 2012)

ISBN : 9780415884761

Available at Zone

- 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.
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- 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

References and Appendices

Cette section ne contient aucune information.