International Human Resource Management  
MGT 466 – Fall 2015  
Tuesday and Thursday: 12:30 to 13:45  EBA 437

Professor: Nina E Woodard, SHRM – SCP, MBA  
Office: EBA 337B  
Phone: 760-717-1431 (this is the best way to reach me via text or phone be sure to identify yourself)  
E-mail: nwoodard@mail.sdsu.edu  
Office hours: Tuesday and Thursday 11:30 to 12:30 or by appointment (please use Cell number to contact me.)

Textbook:  

Course objectives and student learning outcomes:  
This course explores the importance of international business management in the context of international human resource management, including topics on culture, compensation and benefits, international organizations and their structures, international assignment management and the legal and regulatory considerations that global organizations face. This course will help students identify differences in operating a domestic versus and international business and how business practices will need to be adapted to operate successfully in foreign markets.

A. Course Objective:  
The objective of this course is to help students gain insight into and appreciation for the complexities and differences of operating a business in an international context as it applies to HRM.

The goals for the BS program in Business Administration are as follows: BSBA students will graduate being Effective Communicators, Critical Thinkers, Able to Analyze Ethical Problems, Global in their perspective, and Knowledgeable about the essentials of business. This class contributes to those goals through its student learning outcomes.

B. Course Outcomes:  
Upon completion of this course, you will gain an understanding of the:  
1. Various facets of the IHRM function, including:  
   a. Global workforce planning  
   b. International assignee selection and management  
   c. Performance management  
   d. Compensation and benefits  
   e. Training, teams and management development
2. Legal and regulatory environment and implications of operating in an international organization:
   a. International laws and regulations,
   b. Extra-territorial US laws
   c. Important foreign laws, including specific EU requirements
   d. Regulatory bodies
   e. International ethics

3. The intricacies of global organizations:
   a. International orientation and strategies along with modes of entry
   b. Organizational design and structure
   c. Cultural implications and differences
   d. Global HR structure and support

Course format:
The course primarily consists of lecture and discussion as well as in class exercises and some case studies. You are expected to complete the assigned readings before each class and to come to class. You are encouraged to share your experiences with the class when they are relevant to the topics we discuss throughout the semester. I welcome questions, particularly when you need more information, a different explanation, a better example, or clarification. You are also encouraged to come to office hours or schedule an appointment to discuss any of the course material or exams. Please do not wait until the end of the semester to come to me if you have questions or are having trouble with the class. I am willing to talk to you at any time, and it is much easier to deal with any issues while there is still time to address them.

Website:
The course website is part of the Blackboard system at SDSU (http://blackboard.sdsu.edu). The purpose of the website is to post course material such as the syllabus, Power Point class notes, and review sheets for exams. Power Point class notes will be posted no later than 5pm the day before class. Please note that obtaining Power Point class notes is not a substitute for coming to class. Rather, notes are intended to be an aid during class.

Assessments:
Your grade in this class will be based on your scores for the assignments identified below. Grades will be posted on Blackboard so that you can keep track of your performance in the class throughout the semester.

   A. Exams:
There will be one midterm exam along with a final project that is the final exam. The exams are designed to assess your knowledge of material from the lectures and the textbook. The midterm exam will cover the materials covered in the book from the beginning of the year. The final exam will be explained in class. The midterm will involve watching a movie and answering questions based on our class learning experience and it will be designed to cover material from the beginning of the year to the date of the midterm. The final will be a project based activity that will involve teams. The project and the midterm are worth 300 points each.
I use Kahoot in class room exams to help test your understanding of the chapter and the material. Please be sure to arrive to class on time as I will launch discussions and project information as well as the class work on time every time. Every class is important. **Please use your real name or an easily identifiable name when you participate in Kahoot as your participation will count toward your calls participation rating.**

**B. Final Exam Project**

There will be a final project which will involve teams of five students. The teams will be randomly assigned early in the semester so that you can begin working together. The final project will also be outlined for you early in the semester so that you can begin working on the final from our first experiences together. Because of the nature of this final project and of the midterm there are NO make-up opportunities unless there is some very profound reason you are unable to participate at the appropriate time.

**C. Journaling**

You will also be asked to keep a WEEKLY journal that reflects from the first day of our learning experience, how the material in that subject matter impacts your understanding of International Human Resource Management and any identifiable impacts on your final project or implication for your final project.

**D. IHRM in the News**

Select a date and review the corresponding material to be covered in class that day. Research all sources of information about this topic looking for any news items/trends reported that may impact an organizations business efforts outside the US. You can use the Global SHRM website, HR.com, Global Business News (www.globalbusinessnews.net). The Economist, US News and World Report or any reliable source you can find in the library at SDSU. You will be asked to identify your topic and date by the third class period.

**E. The Final Project:**

You will be assigned randomly to teams of 5. This will take place during our first class. Each team is responsible:

1) Identify a team leader
2) Have the Leader send the team members names to me (nwoodard@mail.sdsu.edu)
3) Each team member will download three documents from the World Economic Forum website. (www.worldeconomicforum.org)
4) The three documents are:
   a. Global Risk Report
   b. Global Gender Gap Report
   c. Global Competitiveness Report

All three of these can be found at the bottom of the home page of the forum site. These reports are mandatory for your final project. There are other reports on the site that may also be useful for research, information or the final.

As a team you will review these reports. Your team is the core HR team covering all functions of the HR department in a US based company with a new expansion into your
assigned country. (Countries will be assigned to teams during the first class) For your
final project your team must:
  a) Identify your industry and name your company
  b) Build and present a company profile (you may use a real company as your
     basis to build your profile information or you may just simply make up your
     team’s dream company!)
  c) You will read these reports and do other country specific research and will
     report on how these global trends and concepts as well as the information we
     cover in class in each chapter (you can use your journal to keep track) will
     impact the way your company operates in the US and your destination
country. Your report will cover:
     a. Selection and Retention
     b. Employee Relations and Communication
     c. Compensation and Reward
     d. Workforce Planning and Staffing
     e. Training and Development
  d) You will identify two external sources for information about HR in your
country. (check the World Federation of People Management
[www.wfpma.org])

Grading:
Table 1: Grading including Course Assignment and Points

<table>
<thead>
<tr>
<th>COURSE ASSIGNMENT</th>
<th>POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>IHRM -in-the-News</td>
<td>40</td>
</tr>
<tr>
<td>HR Research and Learning Journal – based on how closely you reflected your learning journey and met the criteria for each entry. (15 chapters plus two weeks of (four class periods) presentations = 18 entries x 20 each = 360)</td>
<td>360</td>
</tr>
<tr>
<td>Collaborative Learning Project – 300 FINAL: 9 teams of 5 each Global HR Project: participation in the paper and presentation.</td>
<td>300</td>
</tr>
<tr>
<td>Extra Credit – submit an additional IHRM in the news on any of the HR learning objectives/topics in our book 20 points each to maximum of 4 additional or 80 extra credit points</td>
<td></td>
</tr>
<tr>
<td>Mid-term - Essay Style examination based on reviewing an assigned program/movie and answering questions in essay format.</td>
<td>300</td>
</tr>
<tr>
<td>Class Participation - volunteering in class, contributing to discussions, preparation for class, attention to the lectures and being a proactive contributor – participation in the Kahoot chapter reviews.</td>
<td>50</td>
</tr>
<tr>
<td>TOTAL COURSE POINTS</td>
<td>1050</td>
</tr>
</tbody>
</table>
1000 and above = A+
950 – 1000 = A
900 – 949 = A-
850 – 899= B+
800 – 849 = B
750 - 799 = B-
700 – 749 = C +
650 – 699 = C
600 – 649 = C -
550 – 599 = D+
545 - 549= D
544 – 500 = D –
Less than 499= F

Course policies:

A. Attendance:
Regular attendance is expected, and I believe it is necessary to get a good grade in this class. You will be tested on the material I cover in class. I highly recommend that you make every effort to make it to class.

If you miss a class, you are responsible for the material covered during that class, including any handouts, changes to the class schedule, or other information provided. I will make every attempt to post handouts and announcements on Blackboard, but the Power Point class notes and materials posted on the website are not substitutes for attending class and taking your own notes on the lectures. I recommend that you have an e-mail address or phone number of at least one of your fellow classmates so that you can obtain any notes or information if needed.

B. Classroom climate:
In this class, I expect there to be a positive climate for learning in which we treat each other with respect and value our differences, so that we can learn from each other. You are invited to use your laptop and smartphone to record for your journal or to review course materials from Blackboard or your on-line book. However, part of being respectful is to be sure you are not texting friends or viewing Facebook or using electronics for anything other than our class work during the time we are together.

C. Students with special circumstances:
Any student with special needs or circumstances (e.g. disability, religious holiday) should contact me as soon as possible (and certainly before the first exam) so that we can discuss appropriate accommodations to facilitate your full participation in the class. Please do not wait until the end of the semester to come to me if difficult circumstances arise. I am willing to talk to you at any time, and it is much easier to deal with any issues if I know about them in advance and can allow time to address them.
D. Academic integrity:
I do not expect to encounter academic dishonesty in this class. To decrease the possibility of academic dishonesty occurring, it is worth clarifying its definition. Presenting others’ work or ideas as your own is a form of academic dishonesty (for example, copying others’ test answers). Academic dishonesty or cheating in any form will not be tolerated, and will be dealt with through the appropriate channels. Please feel free to contact me at any time if you have questions about these expectations for academic integrity.
# Course Schedule

Table 2: Course Schedule including Date, Topic, Chapter and IHR in the News

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Chapter</th>
<th>IHR in the News</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 25 and 27th</td>
<td>What is IHRM? What does it mean for IHRM to be strategic?</td>
<td>1 and 2</td>
<td></td>
</tr>
<tr>
<td>September 1 and 3</td>
<td>What is the role of IHRM in organizational structure?</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>September 8th and 10th</td>
<td>Mergers and Acquisitions, Joint Ventures and Alliances</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>September 15th and 17th</td>
<td>International Culture and Human Resource Management</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>September 22nd and 24th</td>
<td>International Employment Law</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>September 29th and October 1st</td>
<td>International Employee Relations</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>October 6th and 8th</td>
<td>International Workforce Planning</td>
<td>8</td>
<td></td>
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<tr>
<td>October 20th</td>
<td>International Recruitment and Selection</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td><strong>October 22nd</strong></td>
<td><strong>Mid Term</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>October 27th and 29th</td>
<td>International Training and Development</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>November 3rd and 5th</td>
<td>International Compensation, Benefits and Taxes</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>November 10th and 12th</td>
<td>International Employee Performance Management</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>November 17th and 19th</td>
<td>Wellbeing of the International Workforce, and International HRIS</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>November 24th</td>
<td>Comparative IHRM: Operating in other Regions and Countries</td>
<td>14</td>
<td></td>
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<tr>
<td>December 1st</td>
<td>IHR Role and Future: Professionalism, and Trends</td>
<td>15</td>
<td></td>
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<tr>
<td><strong>December 3rd</strong></td>
<td><strong>Final Project Presentation</strong></td>
<td><strong>na</strong></td>
<td></td>
</tr>
<tr>
<td><strong>December 8th</strong></td>
<td><strong>Final Project Presentation</strong></td>
<td><strong>na</strong></td>
<td></td>
</tr>
<tr>
<td><strong>December 10th</strong></td>
<td>Submission of Journals and Final Documents and any extra credit or assignments for partial</td>
<td><strong>na</strong></td>
<td></td>
</tr>
</tbody>
</table>
Note: Dates and topics are tentative and subject to change. Students are responsible for any additional topics or material announced in class and/or indicated on a review sheet.

A personal note to you from your faculty, Ms. Woodard:
I am here to share information and to guide your learning experience. I have worked professionally for over 30 years and have hands on HR experience both domestically and globally; your successful learning experience is my focus and goal! I have a passion for HR and I enjoy teaching, thought I am relatively new to it. ☺ It is my desire that you experience many delightful insights in this class and that the lessons you learn serve you well for a very long time!

You are the master of your learning destiny! No teacher can teach you anything you don’t have a strong desire to learn just as no one can get in the way of your desire-driven learning! To get the most from this course, decide early that this is important to you and that you cannot be as successful in your career without it. Then, act on that decision ☺

THE FOUNDATION OF PERFORMANCE RISK MANAGEMENT: Anyone involved in the role of supervision or management is, by legal inference, a “human resources” manager. The real role of HR (in the words of my much admired friend and colleague Dr. Kathleen Bates) is “to mitigate risk while leveraging the value of employee human resources.” There isn’t a more astute thought about why HR exists. Whether you would enjoy the responsibilities, activities and rewards of a career as human resources professional, in your supervisor or management role, you will be held accountable for numerous laws and regulations that are the “stuff” of a human resource professional’s day. If you are not knowledgeable about employment laws you are likely to break them on a routine basis. In California that can mean that YOU go to jail, because you are a manager! The challenge of a manager, human resource or otherwise, is to achieve the goals of the organization by employing human and technological resources. The role of human resources is to mitigate the business and legal risks associated with employing humans.

INTUITIVE and RELEVANT: Many who are unfamiliar with the formal role of human resources in organizations view it as one thing or another: either “touchy feely” or “police”. Both are appropriate and an efficient and effective human resources function has to be a strategic blend of both. There are policies, practices, laws and regulations that keep the organization structured in ways that facilitate current performance successes and there are assessments, planning and development programs that continuously monitor the need for adaptation and learning.

Many of your learning ‘ah-hah’s’ in this course will come from linking a concept under study with something you experienced in your work or personal life. You will be able to explain why certain strategies make sense or don’t make sense from the perspective of the “living organization”. That is what makes a course like HR so exciting and fun – it is relevant to your work today ☺
**ART and SCIENCE:** I want you to approach this course with a sense of curiosity and creativity! Human Resources studies is every bit as much an art as it is a science. You will learn about the best practices of managing human resources more effectively and efficiently, but your own practiced skill and style is what will ultimately make you successful in your career! So, enjoy your learning trek: explore, question and challenge to your heart’s content ☺ this is what learning is all about!
MY EXPECTATIONS (adapted from the CSUSM faculty development website):

- *I expect you to show civility and human concern for each of those with whom you work and study while presenting a positive attitude and professional demeanor. This includes such things as remaining alert (and awake!) in class, respecting and never interrupting others, limiting private conversations, and keeping phones and pagers off except to access the class materials.*

- *I expect that you will arrive to class on time and, if you must miss class, to let me know in advance by an e-mail or telephone call.*

- *When you do arrive late, I expect you to take your seat quietly, not disrupting the class.*

- *Just as you can expect me to be prepared, I expect you to come to class prepared, having completed the Learn Smart assignments beforehand and come prepared to discuss and talk about the topic of the day.*

- *I expect you to work with your team members and obtain their input when working on group exercises and projects. I also expect you to know when it is not appropriate to work with others and to ask me if there is any question about collaboration.*

- *I expect you to understand that this class is dynamic; there will be differences in experience and perception, which is ok. Be open to others’ ideas and respectful of their right to hold them.*

- *I expect you to be truthful and honest in all that you do. Work you submit will meet the academic honesty standards of Cal State San Marcos.*

- *I expect that you will appreciate the diversity of our campus and respect the rights of each member.*

- *I expect that you will contact me with questions, concerns, or issues which need to be addressed. We are a team and I expect you to be my team mate, as I am yours.*

- *I expect you to enjoy our class and time together.*

- *I expect you to hold me to these same high standards.*