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YORK UNIVERSITY
SCHOOL OF HUMAN RESOURCE MANAGEMENT
FACULTY OF LIBERAL AND PROFESSIONAL STUDIES
INTERNATIONAL HUMAN RESOURCE MANAGEMENT
HRM4470 M (Asynchronous Online)
Summer 2022

Instructor: Dr. Anita Boey
E-mail: aboey@yorku.ca
OFFICE HOURS: By appointment (see details below).

Join **"Dr. Anita Boey's Global Network"** Facebook Group:
https://www.facebook.com/groups/anitaboey.global.network/ This is a Facebook Group where you'll get to meet and interact with all Dr. Anita Boey's past, present, and future students from 2012 to present. This is one way to get tips/advice from past students about course topics and to meet alumni. Once you join the group, I ask that you please write a brief description of yourself so that everyone in the group can welcome you to the community.

REQUIRED READING

Dowling, P.J., Festing, M. and Engle, A.D. Sr. (2017). International human resource management. 7th edn., Toronto, Nelson.

COURSE DESCRIPTION
The purpose of this course is to expose students to cultural differences in organizational behavior and application of human resource management theories. Students will explore pertinent theories and concepts in cross-cultural psychology to understand issues facing expatriates. Topics include the challenges, cultural issues, staffing issues, labor relations issues, recruitment and selection issues, training and development issues, compensation issues, performance management issues, and future trends faced by an expatriate.

LEARNING OBJECTIVES OF THE COURSE
- To introduce students to the field of international human resource management from a theoretical and practical perspective.
- To identify major challenges and best practices of international human resource management functions.
- To discuss team functioning and management in different cultures.
- To examine the relationship between the individual, union, and organization from an international perspective.
- To provide students with an opportunity to improve cross-cultural interpersonal skills and develop intercultural competence.

MODE OF DELIVERY

This is an asynchronous online course. The entire course, including the submission of assignments, and test-taking, will take place on the course's eClass site. Students will require an active Passport York Account to login and access their classes on eClass.

The course sessions will correspond to the chapters of the assigned textbook. There will be slide presentations, with audio recordings, for each session. In addition to that, the course Instructor may also contain other readings and videos for some sessions. Students are required to read the text, listen to the audio recordings, watch the videos, and complete all assignments. All the materials provided could potentially be tested on the final examination.

ROLE OF THE INSTRUCTOR

The role of the Instructor is to stimulate and guide discussion to achieve learning objectives. This may involve asking questions that probe the depth of your understanding of issues, reviewing a theoretical concept that is difficult to understand, and encouraging students to present different points of view.
The role of the Instructor does NOT include reviewing all of the assigned material.

OFFICE HOURS

The Instructor will be available to students with questions by appointment. Content is student driven and the Instructor will respond to specific questions posted by students in the class. The Instructor will not be re-teaching lectures during office hours. To make sure that the time allocated for office hour is used wisely and efficiently, students must book a time slot (by sending the Instructor an email) at least 2 working days before the scheduled office hour. The Instructor will then send the ZOOM office hour link to the student. Note that these ZOOM office hour meetings have a "waiting room" function, and the Instructor will let the student into the office room once the previous student has left the room. Therefore, please be patient if the Instructor does not immediately let you into the ZOOM office room. This is to ensure privacy of all students who come to office hours.

ROLE OF THE STUDENT

This course is structured as an adult learning workshop. Adult learning principles of interactive and experiential learning is the focus throughout the course and all learners will be expected to be engaged in the learning and participate in the material discussed. Many of the learning activities you will be engaged in will be interactive and experiential in nature.

COURSE GRADING SCHEME

Component	Weight	Due Date
Individual Reflection Journal	20%	Weekly, Fridays at 10AM
Group Project 1: Poster/Infographic	15%	Due date is different for each Group
Group Project 2: Expatriate Interview Project	30%	Week 6, Monday August 8th, 10AM
Final Examination	35%	During exam period
Total	100%	

Deadlines are set in Eastern Standard Time (EST). If you are in another time zone you are responsible for making the adjustment to Ontario's time zone.

EVALUATION

Evaluation description

A. Individual Reflection Journal (20%)

This course relies heavily on learning through application and self-reflection of key concepts. Accordingly, 20% of your grade will be determined from demonstration of your own active learning and expansion of your exposure to international issues at the workplace.

This weekly reflection journal involves a short reflective piece of work about the theme(s) covered in that same week (2 pages maximum, 12-size font, double spaced). There are five reflection journals to submit, due on a weekly basis, <u>always on a Friday at 10AM</u> (please refer to course schedule below for due dates). This means that students are to submit their weekly journal to eClass every week, after studying, learning and reflecting on the content for that week. Please submit your weekly journal in PDF to eClass.

Here are some ideas to help you think about what to include in your journal: 1. What is one theme covered in the previous session that is important or interesting to me? Why? 2.Is there an organization that I am aware of (not the ones mentioned in class) that exemplifies the themes mentioned? 3.Is this example universal (i.e., applicable worldwide) or unique (i.e., applicable in specific conditions)? 4.Any other observations or thoughts about the theme? <u>A late submission (without prior exemption from the Instructor) will be worth 50% of the mark. More than three late submissions throughout the course would mean a zero for this portion of the course grade.</u> This policy is designed to help students stay on track with the course content and demonstrate weekly growth and learning.

B. Group Project 1: Infographic/Poster (15%)

This course puts emphasis on group work since group work is a contemporary work design in the real business world. Students are to work on two group projects throughout the course. Groups of up to 6 students (depending on the size of the class) will be assigned a course-related topic and a due date. Each topic will be complementary to the chapter(s) under discussion each week. The Instructor will randomly assign students to groups. A list of groups will be made available on eClass by end of Week 1. It is the students' responsibility to arrange for group meetings. Please nominate a group leader and indicate this clearly to the Instructor in an email (aboey@yorku.ca). This group leader will be the key person of communication with the Instructor. Please be advised that each group member is responsible for the group process and dynamics. The Instructor will be involved in group issues only if necessary. In addition, students are not allowed to switch groups once the groups are formed.

Infographic/Poster: With the topic that your group has been assigned, you are to create an infographic/poster to creatively and effectively communicate the key concepts to the rest of class. You are graded on accuracy of content, creativity and effectiveness of content delivery, quality of content, and overall visual appeal. Each group is to submit their infographic/poster digitally to eClass according to the due date assigned to their group. These infographic/posters will be shared with the rest of class to aid in each other's learning of course concepts.

C. Expatriate Interview Project (30%)

To put to practice what we have studied in this course, each group will interview one or multiple expatriates (up to 3) to learn about their experiences of working in a country that is not their own. Groups are to search for their own expatriate(s) to interview. This expatriate could be a family member, a friend, or a working professional whom you met at a networking event. You may also reach out to YorkU alumni (LinkedIn, Ten Thousand Coffees or "Dr. Anita Boey's Global Network" Facebook Group would be good places to search for alumni). It is important to seek out this contact early in the term, to avoid the situation of not having an interviewee for your project. The only criteria of interviewee selection would be as follows: (1) this individual has worked abroad for at least 1 year. They can be self-employed or work for an organization in any industry.

In your interview(s), you are expected to engage in a conversation around cross-cultural issues and topics related to the course. Interviews should last around 45 minutes to 1 hour. You can decide as a group what platform you'll use to meet virtually, e.g. Zoom, Microsoft Teams, Skype, Whatsapp.

The deliverable from the above is a research paper based on the data collected from the interview(s), plus additional secondary resources. This means that groups are to treat these interviews as primary data collection. Upon completing these interviews, the group is to analyze interview data for relevant themes relating to class concepts and write a report to document your findings and learnings. Be sure to include short (1 to 2 sentence) quotes from your interviewee(s) to illustrate your points. Include a list of the questions used during the interview(s), in an exhibit. This report should be no more than 10 pages (excluding title page, contents page, appendix, references), double-spaced, 12-sized font, due Week 6, August 3rd, 10AM on eClass. Please submit all assignments in PDF to eClass.

This is a research project; therefore, you are required to search for external sources to help you analyze the interview data and discuss content relating to class. The "Bibliography" or "References" must include at least 10 references from a diversity of sources, scholarly journal articles, books, and magazine/internet articles, with a heavier emphasis on scholarly/refereed sources (must have at least 5 scholarly sources). Format the references in APA style. Consulting with a Librarian to find out more about library research and locating scholarly sources is highly recommended.

To prepare for this interview, you are to think of questions surrounding these themes, formulate them and use them to discuss with your interviewee(s):
1) Experience of working abroad
2) Motivation in working abroad
3) Managing a diverse team
4) Inspirational international leaders
5) Challenges of working abroad
6) Developing intercultural competence
7) The future of international work

Feel free to add to this list topics that you are most interested in learning about from your interviewee(s).

D. Final Examination (35%)

This final exam is cumulative and will examine your comprehension and application of course content studied throughout the term. The structure of this exam will be made known to students prior to the exam. This exam will take place during exam period.

Working as a team

Learning to work as a team and to be a productive team member is a critical skill for professional success. You are automatically placed in a team (department or division) when you join an organization. The course simulates this experience so you can develop the necessary teamwork skills for your future career success. You are reminded of the following expectations with respect to your behavior and contributions to the team project.

Each team member is expected to:

- Treat other members with courtesy and respect;
- Establish a positive and productive team dynamic;
- Contribute substantially and proportionally to the final project;
- Ensure enough familiarity with the entire content of the group project to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

Project work is often new to students; conflicts can - and do - occur. Teams are responsible for their internal management and are collectively expected to resolve disputes or misunderstandings as soon as they arise (and prior to submission of the final project). In cases where teams are unable to reach a mutually agreeable solution, the entire team must meet (virtually) with the Instructor as soon as possible.

(Do not wait till it's too late!) The Instructor will listen to the team and help the team develop options for improving the team process. All members of the project team must commit to and use their action plans. No student can turn in a group work as an individual.

In cases where it is clear that an individual has made little or no contribution to the group work, the Instructor reserves the right to adjust that individual's mark on the team part of the project grade to a mark less than that given to the group as a whole. For example, when no contribution has been made, a mark of zero will be given. In some cases, the team in question may be asked to complete a peer evaluation of their team members. However, the assessment and the assigning of marks are the responsibility of the Instructor alone.

As a team member, you should ensure that you and other members meet the following criteria: (1) Fair workload - did you or your team members take on a fair share of the overall workload? (2) Clarity in thinking and suggestions - did you or your team members exhibit clear thinking in your/their contributions to discussion and the work of the team? (3) Quality of work - did you or your team members deliver high quality contributions to the team? And (4) Team interactions - did you or your team members interact effectively with other members of the team?

To lay a good foundation for a great team experience, teams must work together and avail themselves of the resources provided on effective teamwork. This includes outlining and clarifying your team expectations and behaviours in a written document. It is therefore highly recommended that each team creates a team contract.

OTHER ISSUES

Policy Regarding Re-grading of Coursework

In the event that you feel something was missed in the grading of your work (be it a mathematical error or other), please provide a one (1) page written summary of what you feel needs further attention. This submission must be made within ONE (1) week of receiving your grade. **If you request that something be re-graded, the exam and/or assignment will be re-graded in its entirety. Therefore, your grade may increase OR**

decrease as a result of the second grading. If no written request is provided within one week after it is returned, the grade is considered to be final and will be no longer open for re-grading. We do not accept personal lobbying efforts on behalf of grades unless the aforementioned procedure is followed. We are happy to discuss your work with you for educational purposes, but we will not discuss specific grade changes in this format.

Academic Misconduct

Please note that students involved in any form of academic misconduct may receive a zero grade on the course and a notation of academic dishonesty on their transcripts. In this course, academic misconduct includes copy or use of unauthorized aids in cases or examinations (i.e., cheating); plagiarism; submission of work that is not your own; submission of work generated for another course without prior clearance by the Instructor of this course; aiding and abetting another student's dishonesty; and giving false information for the purpose of gaining credit.

In the event of egregiously uncivil class conduct, the instructor reserves the right to fail the student. The Instructor also reserves the right to report such students to the Director of the School of HRM, and to file a complaint with the Dean of Students at the Faculty of LA&PS.

A final letter grade is determined based on the attainment of all scores from the grade components. All examinations, papers, and other graded work products and assignments are to be completed in conformance with York University's Senate Policy on Academic Honesty.

The Faculty of Liberal Arts & Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters: "The Policy on Academic Honesty is a reaffirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. It outlines the general responsibility of faculty to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards."

Students should review the interactive online Tutorial for students on academic integrity at: http://www.yorku.ca/tutorial/academic_integrity/

Student Privacy

For information on your rights and responsibilities as a student, please refer to York's Policy at the following link: http://oscr.students.uit.yorku.ca/student-conduct

Intellectual Property and Copyright of Course Materials

The educational materials developed and produced for this course, including, but not limited to, lecture notes and slides, videos and recordings, handout materials, examinations and assignments, and any materials posted to eClass, are the intellectual property of the course Instructor. These materials have been developed for temporary student use only and they are not intended for wider dissemination and/or communication outside of a given course. Posting or providing unauthorized audio, video, or textual material of lecture content to third-party websites violates an Instructor's intellectual property rights, and the Canadian Copyright Act. Recording lectures in any way is prohibited in this course unless specific permission has been granted by the Instructor.

Failure to follow these instructions may be in contravention of the university's Student Non-Academic Code of Conduct and/or Code of Academic Conduct and will result in appropriate penalties. **Participation in this course constitutes an agreement by all parties to abide by the relevant University Policies, and to respect the intellectual property of others during and after their association with York University.**
Students Requiring Accommodation

If you require accommodation, you should contact the York University Office for Counselling and Disability Services as soon as possible. Please refer to the following link: http://ds.info.yorku.ca/

For more information on Academic Accommodation for Students with Disabilities, please refer to York University's Policy at the following link: http://secretariat-policies.info.yorku.ca/policies/academic-accommodation-for-students-with-disabilities-policy/

English as a Second Language Open Learning Centre

York University has an English as a Second Language Open Learning Centre that is free for students. Students who require this service are strongly encouraged to book an appointment early. Information on the Centre can be found at http://www.yorku.ca/eslolc/keele/default.asp

Final Note about the Course Outline

The course outline serves as a guide to give you a general idea of what to expect during class sessions. Other material may be introduced that is <u>not</u> on the outline. This material will help further illustrate the topics under study and will be of benefit to you. The outline is not carved in stone. Variations will be evident during the semester dependent on your needs as well as the Instructor's discretion. Do not be alarmed, therefore, when you see changes being made.

HRM4470
Course Schedule for Summer 2022

Session	Topics
1 **June 27**	• Course Overview • Chapter 1 – Introduction • Chapter 2 – The cultural context *Individual Reflection Journal #1 due on Monday July 4th,2022, 10AM (Note that this first due date is an exception as Friday July 1st is Canada Day Holiday)*
2 **July 4**	• Chapter 3 – The organizational context • Chapter 4 – IHRM in cross-border mergers & acquisitions, international alliances, and SMEs *Individual Reflection Journal #2 due on Friday July 8th, 2022, 10AM*
3 **July 11**	• Chapter 5 – Sourcing HRM for global markets • Chapter 6 – International performance management *Individual Reflection Journal #3 due on Friday July 15th, 2022, 10AM* *Group Project 1: Infographic/Poster due for Groups 1, 2 on Friday July 15th, 2022, 10AM*
4 **July 18**	• Chapter 7 – International training, development, and careers • Chapter 8 – International compensation *Individual Reflection Journal #4 due on Friday July 22nd, 2022, 10AM* *Group Project 1: Infographic/Poster due for Groups 3, 4 on Friday July 22nd, 2022, 10AM*
5 **July 25**	• Chapter 9 – International industrial relations and the global institutional context *Individual Reflection Journal #5 due on Friday July 29th, 2022, 10AM* *Group Project 1: Infographic/Poster due for Groups 5, 6 on Friday July 29th, 2022, 10AM*
6 **August 8**	• Chapter 10 – IHRM trends and future challenges • Exam preparation (Note that August 1st is Civic Holiday) *Group Project 2 (ALL GROUPS): Expatriate Interview Project due on Monday August 8th, 2022, 10AM*
	Final Examination during Exam Period (August 11th-18th, 2022)

HRM4470
Group Project 1: Infographic/Poster Topics

Group 1 (Due on July 15^{th, 10am})

Sourcing HR for global markets

– When should we hire an expat or go local?

Group 2 (Due on July 15^{th, 10am})

International performance management

– Who should evaluate the work performance of expatriates?

Group 3 (Due on July 22^{nd, 10am})

International training, development, and careers

– Why should international firms have Repatriation Programs?

Group 4 (Due on July 22^{nd, 10am})

International compensation

– How do you know if this international compensation package is fair?

Group 5 (Due on July 29^{th, 10am})

International industrial relations

– Current issues in international industrial relations (Please choose 1 or 2 issues to focus on)

Group 6 (Due on July 29^{th, 10am})

The global institutional context

– Trade unions and how they impact international industrial relations