INTERNATIONAL HUMAN RESOURCE MANAGEMENT

HRM4470
WINTER 2024

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Course objectives: The purpose of this course is to expose students to the life of an expatriate. Some of the pertinent issues that are covered in this course 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.

Times and locations: This course will be delivered on campus and we will be meeting on Mondays from 2:30-5:30 pm in Ross S136.

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

Assessments:

Team presentation (10%)

The presentation should consider:
1. A background of the idea/theory/practice,
2. A consideration of its strengths,
3. A consideration of its limitations (Hint: Think about exceptions or situations where that idea/theory/practice might not work),
4. Is/Are there alternative idea(s), theory(ies)/practice(s) that should be considered and why?

Your team's presentation will be jointly judged by your peers (50% weighting) and me (50% weighting). The 50-50 split is designed to minimize peer rating bias and single rater bias. The four criteria above will be used for evaluation. Aim for 25-30 minutes for the presentation.

Training game (10%)

The training game involves teams of students designing corporate training games to train the rest of the class. Plan your game in three major blocks:
1. What is the purpose of the game? What is the focus? Spend about 5-10 minutes to brief the class what you intend to do or achieve. Allow some time for people to absorb their roles.
2. Let the game run for about 20-30 minutes.
3. Spend 5-10 minutes to debrief the class. What are the lessons to be learnt?

Your team's performance will be jointly judged by your peers (50% weighting) and me (50% weighting). The 50-50 split is designed to minimize peer rating bias and single rater

bias. You will be judged on four criteria: (1) How well did the game relate to international human resource management?, (2) What is the training value of the game?, (3) Is the game fun and engaging?, and (4) Is the game well thought out or planned?

Minutes of the meeting

Please keep a copy of the minutes of your team meetings (to be submitted after your projects are done). The document should contain:
1. When and where the meeting was held.
2. When the meeting started, when the meeting ended, and who chaired the meeting.
3. What were the agendas of the meeting and were the agendas of the previous meeting accomplished (if not, why and how will these agendas be completed before the next meeting?).
4. Who were present at the meeting and if a member couldn't attend, was the work submitted beforehand to the satisfaction of all the team members?
5. How was the work distributed (who did what, and what was the percentage of the work undertaken by each person).
6. Names and signatures of all the team members.

Weekly critique (20%)

The weekly critique involves a short reflective piece of work about the theme(s) covered in the previous week (1 to 2 pages single spaced). This is only submitted in class (1st submission in session 2). There are 10 critiques to hand in in total. Here are some ideas to help you think about what to include in the critique:
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 necessarily 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?

A late critique will be worth 50% of the mark.

Mid-term exam (30%)

The mid-term consists of 20 multiple choice questions (10 marks) and 20 short answer questions (10 marks). The 20 marks will be converted out of 30%. Materials from sessions 1-5 will be covered in the 2-hr exam.

Final exam (30%)

The final exam consists of 20 multiple choice questions (10 marks) and 20 short answer questions (10 marks). The 20 marks will be converted out of 30%. This is a cumulative 2-hr exam.

Session 1 (Jan 8)	1. Course introduction 2. Chapter 1 – Introduction
Session 2 (Jan 15)	1. Chapter 2 – The cultural context 2. Activity: Exposure to a training game 3. Submit 1st critique.
Session 3 (Jan 22)	1. Chapter 3 – The organizational context 2. Submit 2nd critique.
Session 4 (Jan 29)	1. Chapter 4 – IHRM in cross-border mergers & acquisitions, international alliances and SMEs 2. Submit 3rd critique.
Session 5 (Feb 5)	1. Chapter 5 – Sourcing HRM for global markets 2. Chapter 6 – International performance management 3. Submit 4th critique.
Session 6 (Feb 12)	Mid-term exam. Submit 4th critique.
Winter reading week (Feb 17-23)	
Session 7 (Feb 26)	1. Chapter 7 – International training, development and careers 2. Presentation 3. Training game 4. Submit 6th critique.
Session 8 (March 4)	1. Chapter 8 – International compensation 2. Presentation 3. Training game 4. Submit 7th critique.
Session 9 (March 11)	1. Chapter 9 – International industrial relations and the global institutional context 2. Presentation 3. Training game 4. Submit 8th critique.
Session 10 (March 18)	1. Chapter 10 – IHRM trends and future challenges 2. Presentation 3. Training game 4. Submit 9th critique.
Session 11 (March 25)	1. Presentation 2. Training game 3. Submit 10th critique.
Session 12 (April 1)	1. Final exam

Course policies

Please note that 1) the recordings should be used for educational purposes only and as a means for enhancing accessibility; 2) students do not have permission to duplicate, copy and/or distribute the recordings outside of the class (these acts can violate not only copyright laws but also FIPPA); and 3) all recordings will be destroyed after the end of classes.

Academic honesty and integrity
In this course, we strive to maintain academic integrity to the highest extent possible. Please familiarize yourself with the meaning of academic integrity by completing SPARK's Academic Integrity module at the beginning of the course. Breaches of academic integrity range from cheating to plagiarism (i.e., the improper crediting of another's work, the representation of another's ideas as your own, etc.). All instances of academic dishonesty in this course will be reported to the appropriate university authorities, and can be punishable according to the Senate Policy on Academic Honesty.

Course information
All students are expected to familiarize themselves with the following information:
- Student Rights & Responsibilities
- Academic Accommodation for Students with Disabilities
- [For more language on course information, please consult the University's Important Course Information document.]

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