

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

HRM4470
WINTER 2026

Course instructor(s): Noor Alsaidi  XXXX@yorku.ca

Course objectives:

This explores how organizations manage people effectively across borders in an increasingly complex and interconnected world. As multinational enterprises (MNEs) expand their global presence, HR professionals must navigate diverse cultural, institutional, and operational environments while maintaining organizational coherence, talent quality, and global competitiveness. This course provides students with a comprehensive understanding of the strategic and operational dimensions of managing human resources internationally, with a particular focus on the challenges, adaptations, and innovations required in global contexts.

By the end of this course, students will be equipped to:

- Analyze IHRM issues with a strategic, evidence-based lens.
- Understand how global context influences HR practices and decisions.
- Evaluate HR systems and policies for expatriates, host-country nationals, and global talent.
- Anticipate emerging global HR challenges and propose responsive, modern solutions.

Pre-requisites: xxx

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

Office Hours: Email me to set up time to meet one-on-one using Zoom or see me in class.

Textbook: Dowling, P.J., Festing, M. and Engle, A.D. Sr. (2023). *International human resource management*. 8th edn., Toronto, Nelson.

Assessments:

Assessment	Weight	Due date
Individual Weekly Reflections	20%	short reflective piece of work about the theme(s) covered in the previous week. Due in class
Mid-Term Exam	20%	February 9
Global HR Innovation Pitch – Group work	15%	March 2

Global HR Strategy Group Project	15%	March 23 – Reports and Presentations
Final Exam	20%	TBD
Participation and Attendance	10%	Weekly in Class

Weekly Reflections (20%)

Each week, students will submit a short reflective piece (1–2 pages, single-spaced) on the previous session's topics. First submission is due in Session 2, with a total of 10 critiques across the term. Submissions are in-class only.

Suggested prompts for reflection:

1. What was the most surprising or thought-provoking idea from last week's class, and why?
2. Did you see any news stories, reports, or current events that relate to last week's topic? Or an organization that exemplifies the themes discussed? How do they connect?
3. Were there any assumptions or perspectives from the reading or discussion that you would question or challenge?
4. How does this week's content connect to broader trends in international HRM or your own experiences?
5. What is one takeaway you could see yourself using in practice as a future HR professional?

Mid-term exam (20%)

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

Global HR Innovation Pitch (15%)

In this assignment, your group will act as a Global HR Innovation Task Force and pitch a bold, original solution to a real international HR challenge in a "Shark-Tank" style. Your task is to identify a current or emerging IHRM issue, design a new, innovative, and implementable solution, and present it in a compelling and professional pitch.

Creativity is essential: your idea must go beyond standard HR practices and demonstrate fresh thinking that advances global HR management. To encourage innovation, slides are optional; you may use video, props, acting, storytelling, or any other engaging format. Your goal is to sell your idea, showing how it balances global strategy with local realities while delivering clear value to a multinational organization. No report is required. Each group will have between 10 to 15 minutes.

MNE Global HR Strategy Project (Group Assignment) 15%

In this group assignment, students will act as HR consultants advising a company that is expanding from a national operation into multiple global markets. Your task is to analyze how an organization can successfully transition into an international enterprise

and outline the integrated HR strategy required to support this expansion. Using a real company as your reference point, your group will assess how the organization expanded (or can expand) into new countries and identify the HR practices and structures that enabled that growth. Your final output should present a cohesive, holistic IHRM strategy, not just a focus on a single HR functional area.

Deliverables:

- **Written Report:** the report must integrate course concepts with analysis and recommendations. It should be 12–15 pages excluding bibliography (Arial or Times new roman, 12 pt. with 1" margins double spaced)
- **Group Presentations:** 10-to-15-minute presentations to present your report, findings and recommendations.

Final exam (20%)

The final exam consists of 20 multiple-choice questions (10 marks) and 20 short answer questions (10 marks). This is a cumulative 2-hour exam.

Session 1 (Jan 5)	1. Course introduction 2. Chapter 1 – Introduction
Session 2 (Jan 12)	1. Chapter 2 – The cultural context 2. Submit 1st critique.
Session 3 (Jan 19)	1. Chapter 3 – The organizational context 2. Submit 2nd critique.
Session 4 (Jan 26)	1. Chapter 4 – IHRM in cross-border mergers & acquisitions, international alliances and SMEs 2. Submit 3rd critique.
Session 5 (Feb 2)	1. Chapter 5 – Sourcing HRM for global markets 2. Chapter 6 – Global performance management 3. Submit 4th critique.
Session 6 (Feb 9)	1. Mid-term exam. 2. Submit 5th critique.
Winter reading week (Feb 14 – Feb 20)	
Session 7 (Feb 23)	1. Chapter 7 – International training, development and careers 2. Submit 6th critique.
Session 8 (March 2)	1. Chapter 8 – Global talent management 2. Global HRM Innovation Pitch 3. Submit 7th critique.
Session 9 (March 9)	1. Chapter 9 – International industrial relations and the global institutional context 2. Global HRM Innovation Pitch 3. Submit 8th critique.
Session 10 (March 16)	1. Chapter 10 – IHRM trends and future challenges 2. Presentation 3. Submit 9th critique.

Session 11 (March 23)	1. Presentations 2. Submit 10th critique.
Session 12 (March 30)	Presentations or Final Exam TBD
Session 13 April 6	TBD

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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