



**CARLETON UNIVERSITY  
SPROTT SCHOOL OF BUSINESS  
BUSI 4706 A  
International Human Resource Management  
Winter 2015**

**INSTRUCTOR:** Vilma Coutino-Hill  
MSc. Organizational Change and Development, CHRP  
1009 DT

**OFFICE:** 613 5202600 Ext.2287

**PHONE:** vilma\_coutinohill@carleton.ca

**E-MAIL:** Mondays 12:30 pm – 2:00 pm

**OFFICE HOURS:** Mondays 2:35 pm – 5:25 pm SA 402

**CLASS:** cuLearn

**COURSE WEB PAGE:**

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**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

Theoretical and process issues in the recruitment, selection, training, evaluation and repatriation of personnel in multi-country organizations. Issues are examined from the perspective of organizations, expatriates and local employees of multinational firms.

**PREREQUISITES:**

Third-year standing in B.Com. International Business Concentration or in B.I.B. program, **BUSI 3102**, and one of **BUSI 2702** or **BUSI 3703**.  
Lectures three hours a week

**REQUIRED READING MATERIALS:**

The reading material is in ARES in the cuLearn course.

**COURSE OBJECTIVES**

- a) Understand the complexity of IHRM, the challenges in existing IHRM practices and current models in Retention, Recruitment and Selection, Staffing and Compensation within IHRM in MNCs.
- b) Understand how cultures and environmental constraints, influence human resources practices.
- c) Learn how MNCs balance integration and localization of their human resource management systems.
- d) Learn the major approaches MNCs take to the staffing and management of international operations, and how they are interdependent with the management of domestic operations. This includes learning about the management of expatriates, local managers and third country nationals.
- e) The development of global leaders. Issues related to MNCs performance management considering the volatility of the global environment.

**METHOD OF EVALUATION**

**1. Class Attendance and Participation (CAP)**

CAP is the classroom equivalent to professionals participation in meetings. It is an important part of success in this course. Performance will be assessed by the instructor based on each participant's contribution, which may take the form, among others, of raising or answering questions, offering comments, enriching the class with relevant items of interest from the media or personal experiences, taking part in brief in class and or take home quizzes, cases,

or other exercises, and overall effort throughout the term. To participate, one has to be in class. (The final mark will be form by 40% from the attendance to the sessions and 60% from the participation in class ). In almost each session there will be an exercise to be done by groups most of the time during the session. Participation is compulsory for all the group members.

## **2.- Midterm and Final Exam**

These exams will help consolidate the knowledge that you acquire during the course. The format will be multiple choice and short essay questions. Each exam will take about two hours.

## **2. International Human Resource Management Project.**

The objective of this project during the term is to “understand and apply the concepts of IHRM inside an organization within a specific country”. This project will enable you to:

- a) Focus on a topic within IHRM of your choice within an specific country.
- b) Learn about your chosen topic by drawing information from a number of cognate disciplines and to be able to transmit this information to the rest of the class.
- c) Learn more about the importance of your topic of election at the work environment of a MNCs.

### **This IHRM project will be form of:**

- a) Topic Research, Class Presentation ( 15 minutes and an engagement activity)
- b) Final Written Report applying concepts of the chosen topic to an International Company in an specific country.
- c) Final Project Presentation to the class ( 20 minutes and 10 minutes questions).

### **Specific Requirements for the Topic Research Class Presentation:**

- The Topic Research and Class Presentation, will be handled on a team basis.
- The team members will have to choose from given topics within IHRM.
- Each team must prepare a 15 minutes presentation to the class about the research done in a chosen topic of IHRM.
- The powerpoint presentation of the research analysis must be submitted both in hard copy the day of the presentation and by email the day before the presentation (at 12:00 pm 'the latest'). It must be no longer than fifteen slides (15), Introduction, research analysis about the articles, conclusion plus appendices and references.
- Each group member should have a speaking role in the presentation.
- Groups must also conduct a class discussion after their presentation, engaging the class on the their specific topic and their research findings. It is recommended that groups have prepared 2 to 3 discussion questions related to the articles used in their presentation of their research analysis.
- Note that part of the overall mark for the presentation will be based on the group's efforts to engage the class. Consider ways to make your presentation as interactive as possible (i.e. group exercises, case analysis, problem simulation, etc.)
- The research and presentation must be based on recent and relevant articles found on the topic found in academic journals. Each group must submit a bibliography containing a minimum of two (2) articles from **academic journals** per team member. The articles must be included as an appendix.
- Each student must submit by the day of the presentation a peer evaluation of their group. This will represent a percentage of the final mark for the group project.
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### **Specific Requirements for the Final project:**

- Each team must submit a final written report on its chosen topic about the organization chosen for their final project. This must be up to twenty pages.

- Please note that part of the mark will be based on correct, appropriate and consistent referencing.
- Each group will make a formal executive class presentation of 20' to 30' on its findings to the organization to a panel of experts. They will choose the best project of the course.
- ***The Instructor expects to meet with each team at least three times during the term to discuss the advance in the project.(This meetings are compulsory)***
- The final project must be submitted both in hard copy and by email, on the last day of the presentations.
- The presentations of the final project must be submitted by email.
- Each student must submit a peer evaluation of their group at the beginning of the class on the day of their presentation.

**SUMMARY OF ASSIGNMENTS AND EVALUATION**

Assignment	Session due	% of grade	Total %
Midterm	Session 6	15	40
Final Exam	End of the Term	25	
<u>Team Project</u>			50
Topic Research and Team Presentation	Session 3 to 9	15	
Final Written Report	Session 12	10	
Final Presentation	Session 11 and 12	15	
Group Cases	Session 2 to 9	10	
Class Participation and Attendance	Session 1 to 12	10	10
Total			100

**The criterion for Satisfactory In-term Performance is set at 50% of all, not each, pre-final term work:**

- Midterm**
- Final Exam**
- Topic Research and Team Presentation**
- Participation and Attendance**

If you must miss the In Class Test 1 or 2 due to verifiable illness (or, in rare cases, some other circumstances beyond your control) you may apply to shift the weight of the In class 1 to In class test 2 by submitting a medical certificate or other verifiable documentation to me—the instructor—no later than five (5) calendar days after the date of the In class test . Please use the medical certificate form found at: [http://www.carleton.ca/registrar/forms/Med\\_Cert\\_Carleton\\_University.pdf](http://www.carleton.ca/registrar/forms/Med_Cert_Carleton_University.pdf)

**Citations:**

Equally important you are being graded in part on the degree, depth and quality of your empirical research, demonstrated by citations to appropriate sources. A minimal number of citations points to inadequate research. Ensure that you cite every graph, table, report, quote, original idea or piece of information taken from somewhere else, to avoid plagiarism. When in doubt, cite, paying particular attention to correctly identify phrases as quotations with precise references to their source. To compile the list of works cited (bibliography or reference list) see the Libray’s guide to MLA citations at [http://www.library.carleton.ca/howdol/mla\\_style.pdf](http://www.library.carleton.ca/howdol/mla_style.pdf).

## CLASS SCHEDULE

Session	Topic	Reading/ Assignments
05/01/2015 1	Framework of International Human Resource Management, Globalization and International Management	Group formation
12/01/2015 2	Changes, Challenges & Opportunities in the Global Labour Market. Understanding a Multicultural Environment	Reading: "Diversity Management" No. 74703* Case 1
19/01/2015 3	International Human Resource Planning and Strategy	Topic Presentation, Group 1 Case 2 Reading: "The Key Role of International HRM in Successful MNC Strategy" No. 74707, "Repatriation" No. 74737*
26/01/2015 4	Managing the HR during Alliances, Joint Ventures, Mergers and Acquisitions	Topic Presentation Group 2 Case 3 Reading: "The context of Cross Border Alliances SMEs" No. 74742*
02/02/2015 5	International Leadership and Team Development	Topic Presentation Group 3 Reading: "Training Managers to attain Strategic Goals" No. 74709, "Development of Global Leaders" No. 74739*
09/02/2015 6	Midterm	Case 4
23/02/2015 7	Employee Engagement	Topic Presentation Group 4 Reading: "International and Comparative Employee Voice" No. 74710,
02/03/2015 8	International Recruitment, Selection and Retention	Topic Presentation Group 5 Case 5 Reading: "Managing Global Talent: Recruitment, Selection and Retention" No. 74662*
09/03/2015 9	International Performance Management and Outsourcing	Topic Presentation Group 6 Case 6 Reading: "Changes and Challenges in the Global Labor Market" No. 74706 Topic "Performance Management" No. 74736* "Performance Management Challenges in MNE" No. 74704
16/03/2015 10	International Compensation Management	"Presentation Group 7 Case 7 Reading: "International Compensation" No. 74744, "Managing International Assignments" No. 74708 "Global Work-life Management" No. 74741*
23/03/2015 11	Employee Repatriation	Topic Presentation Group 8 Reading: "Transforming the Global Human Resource Role" No. 74663*
30/03/2015 12	HRM Project Final Presentations	Final Project Presentations (4 groups)
06/04/2015 13	HRM Project Final Presentations	Final Project Presentations (4 groups) <b>Written Final Project due</b>

This schedule may be modified depending on the level of interest in the subjects to be discussed. It is each participant's responsibility to keep up to date with the overall progress of the course as the term unfolds, and with any specific changes announced in class

### **Required calculator in BUSI course examinations**

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

### **Group work**

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52

F = Below 50      WDN = Withdrawn from the course  
ABS = Student absent from final exam  
DEF = Deferred (See above)  
FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

### **Academic Regulations, Accommodations, Etc.**

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

### **Requests for Academic Accommodations**

#### **Academic Accommodations for Students with Disabilities**

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders

(ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (*if applicable*). After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made.

- - The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2014 exam period is November 7, 2014 and for the April 2015 exam period is March 6, 2015.

*For Religious Obligations:*

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

*For Pregnancy:*

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

**Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic

Integrity Policy which is available, along with resources for compliance at <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

**Assistance for Students:**

Student Academic Success Centre (SASC): [www.carleton.ca/sasc](http://www.carleton.ca/sasc)

Writing Tutorial Services: <http://www1.carleton.ca/sasc/writing-tutorial-service/>

Peer Assisted Study Sessions (PASS): [www.carleton.ca/sasc/peer-assisted-study-sessions](http://www.carleton.ca/sasc/peer-assisted-study-sessions)

**Important Information:**

- Students must always retain a hard copy of all work that is submitted.
  - All final grades are subject to the Dean's approval.
  - Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, for us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://portal.carleton.ca/>
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**WINTER TERM 2015**

<b>January 5, 2015</b>	University reopens. Winter term classes begin.
<b>January 16, 2015</b>	Last day for registration for winter term courses. Last day to change courses or sections (including auditing) for winter term courses.
<b>January 31, 2015</b>	Last day for withdrawal from winter term and winter portion of fall/winter courses with full fee adjustment. Last day for receipt of applications for admission to the Bachelor of Architectural Studies and the Bachelor of Social Work degree programs for the fall/winter session.
<b>February 1, 2015</b>	
<b>February 13, 2015</b>	April examination schedule available online.
<b>February 13-21, 2015</b>	Fall term deferred examinations will be held.
<b>February 16, 2015</b>	Statutory holiday, University closed.
<b>February 16-20, 2015</b>	Winter Break, no classes.
<b>March 1, 2015</b>	Last day for receipt of applications from potential spring (June) graduates. Last day for receipt of applications for admission to Bachelor of Humanities, Bachelor of Industrial Design, Bachelor of Information Technology (Interactive Multimedia and Design), Bachelor of Journalism, and the Bachelor of Music degree programs for the fall/winter session. Last day for receipt of applications for admission to an undergraduate program for the summer term.
<b>March 6, 2015</b>	Last day to submit, to the Paul Menton Centre for Students with

Disabilities, Formal Examination Accommodation Forms for April examinations.

**March 24, 2015**

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of this Calendar).

**April 1, 2015**

Last day for receipt of applications for admission to undergraduate degree programs for the fall/winter session, from candidates whose documents originate outside Canada or the United States, except for applications due February 1 or March 1.

**April 3, 2015**

Statutory holiday. University closed.

**April 8, 2015**

Winter term ends.

Last day of fall/winter and winter term classes.

Classes follow a Friday schedule.

Last day for academic withdrawal from fall/winter and winter term courses.

Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall/winter and winter-term courses.

**April 9-10, 2015**

No classes or examinations take place.

**April 11-23, 2015**

Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all seven days of the week