



Carleton
UNIVERSITY

SPROTT
SCHOOL OF BUSINESS

CARLETON UNIVERSITY
BUSI 4706 / A
2021 / WINTER
International Human Resource Management

Instructor Jinsun Bae, Ph.D.
Office Hours By appointment
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Course meets Thursdays, 11:35 AM – 2:25 PM
Modality Online and blended (~ 2 hours of synchronous learning)

Pre-requisites & precluded Courses: Third-year standing, BUSI 3102, and one of BUSI 2702 or BUSI 3703

Course Calendar description from the 2020/2021 University calendar

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.

Course Description

As an area of practice, international human resource management (IHRM) is dynamic and always in flux, with origins traced back to the growth of international business operations and the development of formal and informal HR approaches within multinational companies (MNCs). There is a greater diversity of MNCs' host countries and parent countries, which complicates their search for companywide global HRM policies and practices. Video conferencing and virtual work opened many opportunities for work coordination and people management between headquarters and subsidiaries. Meanwhile, MNCs continue to employ international assignments for knowledge transfer. As the company is going global, IHRM professionals will have to consider parent and host country laws as well as international regulations and industry standards in the area of work and employment. Given this complexity, IHRM as an academic subject has drawn inspiration from international business, economics, strategy, political science, organizational sociology, etc.

This course aims to help students understand IHRM as a dynamic area of practice and gain topical knowledge and analytical and critical thinking skills required from aspiring IHRM

professionals. First, students will learn about the major ways of understanding IHRM. Second, they will learn about MNCs' expatriate management and employment practices. Finally, they will examine specific IHRM practices and policies that are commonly found in MNCs (e.g., knowledge and performance management) and of emerging relevance (e.g., equal opportunity and diversity and corporate social responsibility).

Learning Outcomes

1. Analyze how employment practices are embedded in national contexts
2. Analyze how parent country, host country, and global institutional environments shape and influence the ways in which MNCs manage people
3. Compare and contrast different ways of understanding key ideas that underpin a specific IHRM policy or practice
4. Evaluate the successes and challenges of a specific IRHM policy and practice through case studies

Reading(s)/Textbook(s)/Required Materials

International Human Resource Management (2018) B. Sebastian Reiche, Anne-Wil Harzing and Helene Tenzer (eds.), 5th edition, SAGE Publications Ltd., London, UK, ISBN 978-1-5264-2696-3

You can purchase a digital copy from the VitalSource platform (<https://www.vitalsource.com/en-ca/products/international-human-resource-management-b-sebastian-reiche-anne-wil-v9781526454928?term=9781526426970>). Getting a digital copy is more straightforward and probably cheaper. Still, if you want a physical copy, you can purchase from Amazon and other online bookstores. Make sure you are getting the 5th edition and order in advance so the book will arrive on time.

Online Blended Learning

This course is entirely online. It consists of approximately two hours-long weekly synchronous meetings and asynchronously learning. Check course announcements on cuLearn regularly. For asynchronous learning, I will post supplementary study materials such as news articles and videos on cuLearn. I encourage you to peruse them at your own pace and, ideally, in keeping with the course schedule.

In the weekly online meeting, I will provide a lecture (50 min or less) to walk you through key ideas from the week's reading. The rest of the meeting will be dedicated to Q&A, in-class quizzes, group activities, and course announcements.

Technical Requirements

- 1) Reliable internet connection for online learning and group discussion
- 2) Webcam & microphone (so everyone else can see and hear you)

A Zoom account is not required to join weekly meetings, but I strongly recommend making one to facilitate your group work and other activities on Zoom. As a Carleton student, you can sign up for a free account, following the instruction (<https://carleton.ca/online/online-learning-resources/zoom-for-students-2/>).

Weekly meetings hosted on Zoom will be recorded and made available only to those within our class, upon request. Note that Zoom will always notify meeting participants that a session is being recorded; this notification cannot be disabled. If you have any concern about being recorded, please contact the instructor.

Communications

cuLearn will be my primary channel to communicate information about classes, assignments, and term projects. Please refer to cuLearn for any course-related communication, except emergency announcements (e.g. class cancellation due to unforeseen circumstances) which I will send via email.

There are multiple channels for students to have their questions answered timely by the instructor or by peers. Please carefully read and follow the guideline below and remember that emailing the instructor is reserved only for certain situations.

- If you have questions about course content, assignments, and policies, please post your questions on the “Ask the Instructor” forum on cuLearn and/or weekly synchronous meetings. In this way, my answers to your question can benefit all other students in the class.
- If you want to discuss a class-related issue or connect with a peer, post your question on the “Peer-to-Peer Connect” forum on cuLearn or contact the student through an email function on cuLearn.
- If you have questions regarding your own work for the assignment or want to discuss a private matter, email the instructor. If needed, we will schedule an online meeting.

I will do my best to answer your questions (on cuLearn and via email) within 24 hours. Please note that my response will be to direct you to cuLearn for questions already covered in class or posted on cuLearn. I answer emails Monday – Friday, 9 AM – 5 PM, not outside of this period (e.g. weekday evenings and weekends), unless urgent communication is needed.

The university requires that you use your Carleton email account. Please indicate the course ID (BUSI 4706) in the subject line to speed up replies. We are in the “business” of education, so I expect you will write in a professional and respectful language in emails and cuLearn posts. Inappropriate emails will be returned, unanswered, to the sender.

Respectful and Inclusive Peer Learning

In reflection of the ethos of IHRM, which brings diverse viewpoints and practices into the matter of managing people, this course has a fair amount of group activities. Consider this course as an opportunity to experience and practice IHRM. I encourage students to listen attentively, exercise

empathy, and learn from each other during our weekly meetings and other meetings that students arrange themselves for group activities. To enable an inclusive environment for peer learning, communications must be conducted in a fair and respectful manner. In this endeavor, I ask students to carefully read and practice the netiquette as outlined here (<https://carleton.ca/online/online-learning-resources/netiquette/>). Disrespectful and intolerant language/behavior has no place in this course.

Course Schedule

	Date	Topics	Reading	Activities & Assignments
1	Jan 14	Introduction to the course Culture and cross-cultural management	Ch. 1	
2	Jan 21	Transfer of employment practices across borders in MNCs	Ch. 3	Watch <i>American Factory</i> and individual reflection due Jan 27
3	Jan 28	MNCs and the host country environment	Ch. 6	In-class quiz # 1 (Ch 1, 3)
4	Feb 4	Regulation and the changing context of IHRM	Ch. 7	
5	Feb 11	International assignments	Ch. 5	In-class quiz #2 (Ch 6, 7)
	Feb 18	NO CLASS – Winter Break		
6	Feb 25	Managing knowledge in MNCs	Ch. 9	Midterm group project due on Feb 24
7	Mar 4	Training and development: developing global leaders and expats	Ch. 10	In-class quiz #3 (Ch 5, 9)
8	Mar 11	Global performance management	Ch. 12	
9	Mar 18	Global and local resourcing: Cases of Japan, Taiwan, China, and Vietnam	Ch. 11	Group presentation of each country
10	Mar 25	Total rewards in the international context	Ch. 13	
11	Apr 1	Equal opportunity and diversity management in the global context	Ch. 14	In-class quiz #4 (Ch 10, 12, 13)
12	Apr 8	Corporate social responsibility through ethical human resource practices	Ch. 15	

¹ While the overall schedule is intact, minor changes can be made. If so, the instructor will communicate such changes promptly in class and on cuLearn.

Course Evaluations (including Due Dates)

Individual	Reflection after watching the documentary <i>American Factory</i>	10%	January 27
Individual	Four in-class quizzes	20%	January 28, February 11, March 4, April 11
Group	Midterm project	20%	February 24
Group	Country analysis & in-class presentation	10%	March 18
Individual	Final term project	40%	April 27
	Total	100%	

Your final grade will be a weighted average of each of the grading scheme components. No grades are final until they have been approved by the Dean.

Evaluations are designed to support learning objectives and help students comprehend course materials incrementally. First, each student is required to write a reflection piece on the documentary *American Factory*, wherein the student answers a set of questions based on the textbook chapter 1 & 3. Then, there will be four quizzes at the beginning of the class to ensure that students have understood previous textbook chapters and lectures.

There are two group projects to help students experience teamwork and communication in a virtual setting, just like how many MNC employees work in this pandemic time. The mid-term project will be a group work to assess students' comprehension of course materials up to February 11. Assignment of groups and specific instructions for the project will be given at the beginning of February (during Feb 4 class and posted on cuLearn). The class on March 18, which compares labor market policies and their impact on employee resourcing in four Asian countries, will be student-led. Students will be assigned to one of the four groups to prepare an in-class presentation for their given country. More information for this group exercise will be available in early March.

The final term project is an individual take-home exam, and students are asked to write a report to show their understanding of key ideas learned in the course and their ability to apply them in a real-world setting. It will be based on all textbook chapters (covered in the syllabus) and lectures, but with a strong emphasis on materials covered after the midterm project. The exam will be assigned on the last day of class and due on April 27.

If students are unable to complete any of the evaluations above for valid reasons (medical or family emergency), please contact the instructor as soon as possible, so alternative arrangements can be made. If appropriate, a proof of emergency (e.g., a medical certificate) may be asked.

Accommodating Different Time Zones

I understand that some students may attend this course from different time zones. I will take due consideration of everyone's time zone, when thinking about in-class quizzes and determining submission deadlines for assignments and term projects. There will be a survey at the beginning of the course to identify students' learning needs, including their time zones.

Assignment Submission

Submit all assignments via cuLearn. Email submissions will not be accepted. I strongly advise that before uploading and submitting files, students check whether the files open and function properly. File corruption is not a ground for a deadline extension.

Late Assignment or Term Project

Assignments submitted after the deadline will receive a penalty of 10% after every 24 hours has passed, including weekends. For example, if an assignment was due on 11:59 PM Friday but submitted at 10 AM next Monday, there will be a penalty of 20% because more than 48 hours (but less than 72 hours) have passed it. However, activities or assignments facing a penalty of 40% or more will not be accepted and result in automatic zero. Students who have a valid reason for submitting work late must contact the instructor immediately.

ADDITIONAL INFORMATION

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

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			

Grades entered by Registrar:
WDN = Withdrawn from the course
DEF = Deferred

Academic Regulations

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 Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy Obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious Obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC 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 your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For

more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

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; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, 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: <https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in* any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

** Note that the office is physically closed. However, e-drop in is available between 8:30-4:30 until social distancing requirements are updated by the Province.*

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

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.
 - 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 CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
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