



UNCG

Bryan School of
Business *and* Economics

MBA 695A-41D
International HRM
Summer 2010

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Course Objectives & Goals

In this course we will be focused on how the aspect of “international” influences the challenges and opportunities to the firm through the effective management of human resources. At the completion of this course the student will be able to describe numerous issues faced by human resource professionals and discuss responses to those challenges when developing and delivering human resource systems across countries and cultures. Issues to be discussed include, but are not limited to, how international strategy impacts HR practice, how the legal/structural environment shapes the employment relationship and how cultural differences impact the applicability and effectiveness of practices in different settings. The student will also obtain, through preparation of a term paper, a deeper understanding of a particular HR practice across a set of countries or a set of HR practices within a particular country.

Texts

International Human Resource Management: Managing People in a Multinational Context, Dowling & Welch, 4th edition (2004), Thompson Publishing ISBN # 978-1-84480-013-1¹
Readings as assigned

¹ Note: There is a fifth edition of this text which is authored by Dowling, Festing and Engle (copyright 2009). I have elected to use the 4th edition by Dowling and Welch in an effort to lower costs to the student through the availability of used copies or lower prices on new copies. A student purchasing the 5th edition would be in good shape with respect to the content of the course but would find that some of the cases from the 4th edition are no longer available. I will provide scanned copies of these cases in Blackboard.

Evaluation Weights

Term paper (Written)	45%
Term Paper (Verbal)	15%
Chat Participation	40%

Evaluation Scale

A (91-100)	----->		A=94-100	A-= 91-93.9
B (82-90)	----->	B+=89-90.9	B=84-88.9	B-= 82-83.9
C (73-81)	----->	C+=80-81.9	C=75-79.9	C-=73-74.9
D (64-72)	----->	D+=71-72.9	D=66-70.9	D-=64-65.9
F (0-63)				

Term Paper Written

The most heavily weighted output in this course, with respect to evaluation, is the written term paper. The paper should be typed, be as thorough as possible, and include a bibliography. The term paper can take one of two forms. In either form, assume you are preparing the document for the CEO of a major multi-national enterprise (see question to be answered). You may:

1. Choose a country, country grouping, or region (e.g. Australia, Asian Tigers or Central America). Discuss the set (recruitment, selection, training, appraisal, compensation, etc) of HR practices in the country.

Multinational Enterprise question "If we set up an operation in country _____, what types of HR practices are prevalent in that country? What are the likely reasons for the prevalence of these practices?" "Will it be possible to maintain most of our practices in that country or should we install a separate HR system in this country?"

2. Choose one HR practice (e.g. recruitment, selection or compensation) and discuss similarities and dissimilarities across several countries/cultures.

Multinational Enterprise question "We have operations in a number of foreign locales, what risks do we run if we adopt the same practices in each of these locations? What are the pros and cons of adopting different or similar _____ systems in these countries?"

Regardless of the form selected, the paper should identify how cultural and structural elements impact the practice of human resource management.

The short timeline of this MBA course makes it crucial that you select a topic quickly, perhaps before you are comfortable that it is the one you would choose given more time, and run with it. Since your term paper is focused on the intersection of human resource practice with national culture (manifested in laws, traditions, norms etc) you will need to move aggressively to obtain the resources necessary.

IHRM remains a relatively new field from an academic standpoint and relevant library and web based resources are dispersed. Fortunately the last five years have seen tremendous advances in the availability of on-line full-text databases through the UNCG library.

Assessment of the term paper will be based on: (1) The comprehensiveness of topic treatment; (2) Clarity and efficiency in writing; (3) Quality of supporting references; and (4) To a lesser extent the aesthetic quality of the document

The term paper is due on the last night of class, Tuesday, June 22 at 11:59 pm. There are no minimum or maximum length limitations on the term assignment. *Term papers must be submitted electronically via email to kblowe@uncg.edu*. Once all papers are received I will post them to Blackboard so that others may learn from your efforts.

Term Paper Verbal

The student will prepare a 10-15 minute narrated PowerPoint presentation² that provides an overview of the term paper. The student should prepare this presentation as though they were giving the presentation in a physical classroom. For those unfamiliar with the process of narrating PowerPoints an online module with “how to” instructions is provided within Blackboard. For students wishing to experiment with the narration of PowerPoints earlier in the semester the narration options are typically found within the “Slideshow” section of PowerPoint. The narrated PowerPoint must be posted to Blackboard no later than the last night of class which is Tuesday, June 22nd at 11:59pm.

Chat Participation

Each week the student is expected to participate in two paired “chat” sessions that will be approximately 30-45 minutes each in length. These chats will be housed in Blackboard and will be text based. The chats will be monitored off-line by the instructor for preparation and active participation by the student.

The chat pairs will be identified in the final syllabus as registration for the course nears completion. As identified in the course timeline times have been assigned for the chats within the scheduled class period. Thus it is expected that students who have registered for this course will be available and utilizing a reliable internet connection at this time.

However, chats may be rescheduled to a different time that is more convenient to the chat pair providing all of the following conditions are met: 1) both parties to the chat agree that an alternative time is preferred; 2) both parties agree on the alternative time; 3) the chat takes place within six days (can be earlier or later) of the originally scheduled chat date.

If any of these conditions are not met it is expected that each party to the chat pair will meet at the time identified in the course timeline.

The first chat will be focused on the student’s term paper. Since you will be paired with a different student each week each of you should begin the chat by describing the scope of your

² Narrated Powerpoints is one option for provided a narrated slideshow. The student may choose other methods such as posting the presentation to YouTube or any number of hosting sights that support synchronous voice and visuals. The key is that I can easily find the presentation in either Blackboard or via a link posted in Blackboard.

term paper (e.g. practices within a country or a practice across countries). You should then begin to explore similarities and differences in what your research to date has uncovered on your respective topics. The purpose of the chat is for each of you to find ways to improve your paper. This might be by sharing references, providing personal anecdotes, exploring a logical argument together and even the occasional sharing of frustrations to vent your anxieties. It is anticipated that the chats will become more focused as the semester progresses and individual papers become more fully developed.

My experience suggests that your chat will be more productive if you share the most current draft of your paper, no matter how specious, with the other student in advance of your chat. A space will be provided in Blackboard for the posting of draft papers.

The second chat will be focused on the case assigned for the week as identified in the course timeline. All cases are provided at the conclusion of the textbook. Guide questions for the case will be provided by the instructor and the students should strive to have a thoughtful and research/textbook discussion that addresses most of the guide questions. If time remains after discussing the guide questions the students may want to explore other aspects of the case not identified in the guide questions. Students are encouraged to bring textbook based knowledge, perspectives gained from individual research efforts and personal experiences/knowledge of the culture to inform the chat.

Course Timeline

<p>Week 1 <u>May 18</u></p>	<p>Low: <u>Introduction to Course</u> Low: Lecture - <u>The Context of IHRM (Chapters 1 & 2)</u></p> <p>Chat 1.1 (7:15-8:00pm): Making sense of the course. What do you think the professor wants? What are your initial ideas for a paper? Any first ideas about where to find this information?</p> <p>Chat 1.2 (8:20-9:05pm): <i>Peter Hansen Case (p281)</i></p>
<p>Week 2 <u>May 25</u></p>	<p>Low: Lecture - <u>The Role of IHRM in Sustaining International Business Operations (Chapters 2 & 3)</u></p> <p>Chat 2.1 (7:15-8:00pm): What is your topic? Where have you found the best resources? What have you learned so far?</p> <p>Chat 2.2 (8:20-9:05pm): <i>Keep Safe Ducky: Or When Sally met a not-so-nice Harry Case (p302).</i></p>
<p>Week 3 <u>June 1</u></p>	<p>Low: Lecture - <u>Recruitment, Selection and Training for International Assignments (Chapters 4 & 5)</u></p> <p>Chat 3.1 (7:15-8:00pm): What is your topic? What progress have you made over the last week? What are you struggling with the most? Where have you found some good resources? Tell me some things you have learned about HR practices in the country(ies) of choice? Tell me some things you have learned about the culture in your country(ies) of choice?</p> <p>Chat 3.2 (8:20-9:05pm): <i>Andrew Robinson: The Challenges of a Short Term Assignment Case (p313)</i></p>
<p>Week 4 <u>June 8</u></p>	<p>Low: Lecture - <u>Compensation Complexities in International Assignments (Chapter 6)</u></p> <p>Chat 4.1 (7:15-8:00pm): What is your topic? What progress have you made over the last week? What is the strongest part of your paper? What is the weakest part of your paper? Tell me some things you have learned about HR practices in the country(ies) of choice? Tell me some things you have learned about the culture in your country(ies) of choice? What's common in what we have been discussing and where are the differences? Why do these commonalities and differences exist?</p> <p>Chat 4.2 (8:20-9:05pm): <i>Conflicting Expectations: Where Pay and Performance Collide Case (p299)</i></p>

<p><u>Week 5</u> <u>June 15</u></p>	<p>Low: Lecture – <u>Performance Appraisal and Repatriation (Chapter 7 & 8)</u></p> <p>Chat 5.1 (7:15-8:00pm): What is your topic? What progress have you made over the last week? What is the strongest part of your paper? What is the weakest part of your paper? Its “hammer time”, what is your strategy for getting this paper finished over the next week. What have you found to be most disappointing about the literature in IHRM? Where do you feel the literature is well developed?</p> <p>Chat 5.2 (8:20-9:05pm): <i>Jaguar or Bluebird? Mark Chan’s Decision to Stay Overseas or Return Home after His Expatriate Assignment (p305) and From Jaguar to Bluebird – Mark Chan Returns Home after His Expatriate Assignment (p310)</i></p>
<p><u>Week 6</u> <u>June 22</u></p>	<p>Low: <u>Discussion Board – Reflections and discussion of how class member knowledge and interests have evolved this term</u></p> <p>Chat 6.1 (7:15-8:00pm): No paired paper chat this week. Use this time to post your narrated PowerPoint if you have not done so and proofread your final paper one more time before emailing to kblowe@uncg.edu</p> <p>Chat 6.2 (8:20-9:05pm): No case chat this week. Listen to two of the narrated PowerPoint presentations posted by your classmates. Send the narrator an email with a two or more paragraph “review” of the presentation identifying strengths and opportunities for improvement. Copy the professor on these two emails.</p>