

Course Syllabus

Course Information

<i>Course Prefix, Number, Section</i>	<i>IMS4330.501.25F</i>
<i>Course Title</i>	<i>Global Human Resource Management</i>
<i>Term</i>	<i>Fall 2025</i>
<i>Days & Times</i>	<i>Tuesday and Thursday (5.30 pm – 6.45 pm)</i>
<i>Classroom</i>	<i>JSOM 2.112</i>

Professor Contact Information

<i>Professor</i>	<i>Hubert Zydorek</i>
<i>Office Phone</i>	<i>972 – 883 – 5037</i>
<i>Email Address</i>	<i>Hubert.Zydorek@utdallas.edu</i>
<i>Office Location</i>	<i>JSOM 3.613</i>
<i>Office Hours</i>	<i>Monday (1pm – 2 pm)</i> <i>After class or by appointment</i> <i>Individual In-person or Virtual Meetings – by appointment.</i>
<i>Teaching Assistant (TA)</i>	<i>Oleg Piatov</i> <i>oleg.piatov@utdallas.edu</i> <i>(Copy TA on all communication re: this course)</i>

UTD Campus Health - Guidelines and Resources

The information contained in the following link lists the University's Health resources for students. <https://www.utdallas.edu/covid/>

Course Description

COVID-19 has disrupted global business. As students of **BS-Global Business** who will be graduating in the next few semesters, you need to understand how COVID-19 as well as current political and economic situation in the world is likely to impact global HR, global talent, mobility, relocation, and learning and development (L&D). You are part of the global talent community, and you need to make sure that you have the necessary skills and competencies to be successful in the “new normal” global business environment.

This course will provide an overview of the differences between domestic and international HR activities, explain the elements of international HR and discuss global talent, mobility and relocation. Throughout the course students will be able to listen to experienced industry professionals who are part of international HRM, have participated in international assignments or are part of the global leadership pool. I encourage you to actively participate in those sessions by asking questions and interacting with them.

Students will be evaluated through various means such as papers, group projects, presentations, and participation.

Student Learning Objectives/Outcomes

1. Identify the differences between domestic and international human resource management
2. Recognize the impact of culture on international human resource management
3. Recognize the need for global mobility and expatriate assignments before and COVID-19 and discuss mobility changes impacting global mobility during the pandemic
4. Evaluate global mobility industry trends and supporting research to understand the future of global mobility
5. Identify ethical issues in the field of international human resource management
6. Apply theoretical concepts to the global mobility/HR project

Required Textbooks and Materials

P. Dowling, M. Festing, A.D. Engle, International Human Resource Management, 8th Edition, Cengage Learning 2023, **ISBN:** 978-1-4737-7379-0

Textbooks and some other bookstore materials can be ordered online through Off-Campus Books <http://www.offcampusbooks.com> or the UT Dallas Bookstore <http://www.bkstr.com/texasatdallasstore/home>. They are also available in stock at both bookstores.

Additional readings will be assigned throughout the semester. Students have access to various Library Databases that include electronic access to international business newspapers and magazines. See **Resources** folder on eLearning.

Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements on the Getting Started with eLearning webpage <https://ets.utdallas.edu/elearning>.

Course Access and Navigation

The course can be accessed using the UT Dallas NetID account at: <https://elearning.utdallas.edu>. Please see the course access and navigation section of the site <https://ets.utdallas.edu/elearning/students/current/getting-started> for more information. To become familiar with the eLearning tool, please see the Student eLearning Tutorials <https://ets.utdallas.edu/elearning/students/current/tutorials>. UT Dallas provides eLearning technical support 24 hours a day/7 days a week. The eLearning Support Center <https://ets.utdallas.edu/elearning/helpdesk> services include a toll free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service.

Turnitin

Turnitin is the world's most widely recognized and trusted resource for helping prevent Internet plagiarism. It will be used by students to submit their essays and other assignments on e-learning. Please make sure you are able to access Turnitin with appropriate browser supported by the program. For additional information, please check the following link: <https://www.utdallas.edu/oit/>

IMPORTANT - Code of Conduct

Use of Generative Artificial Intelligence (AI) in This Course

Please familiarize yourself with the UTD Policy <https://policy.utdallas.edu/utdsp5017>

In this course students are expected to use generative AI ethically and responsibly. Students should document and attribute the use of generative AI as appropriate to the academic style (APA, MLA, Chicago, etc.) or a professional style specified by the faculty member. Students must follow written guidelines from faculty on citation styles. Students must validate or verify the output from generative AI.

Communication

In addition to in-class communication, this course also utilizes online tools for interaction and communication. For more details, please visit the eLearning Tutorials webpage <https://ets.utdallas.edu/elearning/students/current/tutorials> for video demonstrations on eLearning tools.

Course Format

Class Engagement and Participation

Active participation and preparation for class is essential. Students engage in learning through in-class discussion, group projects, and readings. Additional tasks such as summary of films or articles may be assigned throughout the semester. Discussion will be based on issues related to textbook reading assignments, lectures, and current articles from leading international periodicals: Business Week, The Economist, Management of International Business Studies, International Management Journal and The Wall Street Journal.

Teams

Groups will be formed and assigned based on alphabetical order. Each team will select a leader who will ensure the team meets throughout the semester, prepares quality written report on time and is ready to present during assigned date/time. It is critical that team members have each other's contact information and know each other's preferred time to meet in person or virtually. More about responsibilities of Team Leaders is covered in **Course Introduction** and will be emphasized during the first week of the semester. Active participation from all members during the project is required. In case of team conflict, the *Team Leader* should meet with the group and discuss the root cause of the conflict and possible ways to resolve it. If a team is unable to resolve the conflict, the *Team Leader* should meet with the instructor and discuss the situation. Groups are encouraged to schedule meetings with instructor (in class or virtual) to discuss questions regarding their mini-cases.

Format

When analyzing your assigned mini-case, it is important that relevant and key aspects of the issue/problem be highlighted. Students are expected to identify the main theme of the case, apply appropriate research methods/theories, and choose the best solution of all possible available alternatives. Descriptions of these mini-cases are short and students are expected to conduct additional research by using industry and academic sources.

Recommended Guidelines:

1. Situation/background: briefly state your understanding of the subject/problem; identifying the forces involved.
2. Focus on the main objective/s of the case by asking oneself, which ones are worth attention.
3. Assess alternatives: use comparative approach along with pros and cons of all situations. It is important that your arguments are supported by quantitative approach via data collection, processing and presenting data in tabular form and graphs.
4. Recommendation: refer to theory (if applicable) to defend the best alternative, which provides practical and acceptable options.
5. Draw a conclusion to your case presentation.

Written Report

A 15-page report (soft copy) will be submitted (via eLearning/Turnitin) ***on the day of*** the presentation. The written report should be typed and double-spaced and follow the University's writing standards. Business students should follow the **APA standard**. Graphs, tables, and other methods may be used to illustrate the problem and support your findings. Sources/bibliography should be provided at the end of the paper. Proper citation is required. It is preferred that sources of your research come from academic (recent research papers documented in prime business, economic and international journals) and industry research. Please be advised that your report should have enough space on both margins for instructor's remarks and notes. Additional writing links:

<https://libguides.utdallas.edu/citation-resources-guide>

<https://libguides.utdallas.edu/citation-resources-guide/apa>

<https://www.utdallas.edu/studentsuccess/writing-and-speaking/writing-center/>

Presentation

Plan your time for a 15-minute presentation with a 5-minute Q&A at the end. Guest/s may be invited and encouraged to ask during the Q&A. All group members are required to present, and each team member should be allotted equal presentation time. Team performance will be graded based on methods of analysis, quality of presentation, and effectiveness as a team (See Rubric in eLearning). Creative presentation style is encouraged; however, contents and messages should reflect the format of real business scenario. Make sure that you follow professional presentation standards when delivering the presentation in class. Please consult with the instructor if you have any questions regarding the delivery of your presentation.

IND-HW (*highlighted in yellow throughout the syllabus*) – are individual homework assignments (answer chapter questions and reflect on speaker’s presentation) that need to be submitted to eLearning (appropriate folder) by the indicated deadline. There will be no extensions to homework deadlines, and it is up to each student to verify the document is properly submitted.

Items to consider when submitting homework:

- Ensure proper editorial review is conducted
- Ensure the most current version is submitted (no updates to submitted version)
- Submit before the assignment is due (don’t wait until the last moment to submit the assignment)
- Use other **Internet Browsers** to submit if the one you are using is giving you problems
- Ensure that your document has your name, date, class number and section, and page numbers

Homeworks will not be individually graded. You will receive 1 point for submitting quality response, ½ point if the assignment is incomplete or 0 if the quality is poor.

Assignments & Academic Calendar

Topics, Reading Assignments, Due Dates, Exam Dates

DATES	TOPIC	CONTENT/STUDENT LEARNING OBJECTIVES	ACTIVITIES/ASSIGNMENTS
8/26 8/28	Course Introduction	Course Introduction/Syllabus Overview Self-introduction Group project distribution Review Library Databases Expectations and QA	Students: - Review syllabus - Review library resources/databases Handout - Obtain textbook
9/2	Introduction to Globalization, Global	Overview of Globalization, Global Business, Global Issues and Global Leadership	Lecture/Discussion <i>Group activity:</i>

	Business, Global Issues and Global Leadership	Overview of US/Texas Economy Pre-COVID-19	<ul style="list-style-type: none"> - How the world is changing due to COVID-19 - How is IB/HR impacted by the pandemic
9/4 9/9	Chapter 1	Introduction Group project discussion and distribution	<p><i>In-class/Group activity/HW</i></p> <p>IND-HW 1 (Due 9/12): Watch one of the World Economic Forum presentations (https://www.weforum.org/meetings/world-economic-forum-annual-meeting-2025/programme/) Submit 1-page reflection (double-spaced, posted to e-learning)</p>
9/11 9/16	Chapter 2	The Context of IHRM: Culture and Institutions <i>Consider cultural insights that are highly relevant to developing a more comprehensive understanding and explanation of the complexity of IHRM.</i>	<p><i>CH. 2 Action Cases Cultural Intelligence Managing Cross Cultural Teams</i></p> <p>IND-HW 2 (Due 9/19) Find an academic article or industry research/report that discusses cultural application to HR activities. Summarize the findings. 1 page (double-spaced, posted to e-learning)</p>
9/18 9/23	Chapter 3	The Organizational Context: Structure, Merger and Acquisition and Global Small Business <i>Consider cross-border alliances with a special emphasis on equity-based alliances. These alliances are given priority here due to their association with complex IHRM processes and practices. Equity cross-border alliances include mergers and acquisitions (M&As) and international joint ventures (IJVs). Consider compliance requirements concerning these activities.</i>	<p><i>In-class/Group activity/HW</i></p> <p>IND-HW 3 (Due 9/26) Answer any 5 Discussion Questions from Ch. 3 1 page (double-spaced, posted to e-learning)</p>
9/25 9/30	Chapter 4	Global Work <i>Concepts of global work, including the characteristics of various types of global</i>	<p>IND-HW 4 (Due 9/20) Answer any 5 Discussion Questions from Ch. 4</p>

		<i>workers as well as the varying statuses of these workers. This is an important emerging theme in the IHRM literature and helps to turn the spotlight also on groups of employees that have previously flown under the radar.</i>	1 page (double-spaced, posted to e-learning)
10/2	Individual Assignment (In-Class)	Individual assignment – Present a 2-min summary of a Global HR Article/industry report/academic article (select one - different than in Ch. 2) First half of the class	
10/7	Individual Assignment (In-Class)	Individual assignment – Present a 2-min summary of a Global HR Article/industry report/academic article (select one - different than in Ch. 2) Second half of the class	IND-HW 5 (Due 9/27) Post article and 1 page summary (double-spaced, posted to e-learning)
10/9	Test 1 Modules covered until TEST 1 and additional materials introduced in class	Part 1 – 50 Multiple Choice Questions Part 2 – Essay submission	See TEST 1 folder (eLearning) for instructions
10/14		Group Project	Students present detailed outline (5 min per group) and receive feedback
10/16		Group Project	Students implement feedback in class
10/18		Midterm Grades Submitted (TEST 1 ONLY)	
10/21 10/23	Chapter 5	Sourcing People for Global Markets: Staffing, Recruitment and Selection <i>Include both traditional hiring (full-time and part time jobs) and non-traditional ways of resourcing (use of contingent workers, outsourcing jobs and engagement of agency contractors, gig-workers),</i>	IND-HW 6 (Due 10/18) Answer any 5 Discussion Questions from Ch. 5 1 page (double-spaced, posted to e-learning)
10/28 10/30	Chapter 6	Global Performance Management <i>Multinational performance management at the global and local level: considering aspects such as non-comparable data, the volatility of the global environment, the effect of distance, and the level of subsidiary maturity.</i>	IND-HW 7 (Due 10/25) Answer any 5 Discussion Questions from Ch. 6 1 page (double-spaced, posted to e-learning)

11/4 11/6	Chapter 7	International Training, Development, Careers and Talent. <i>Consider the role of training in supporting expatriate adjustment and on-assignment performance and advances in these fields to the application of technology (AI and Generative AI).</i>	IND-HW 8 (Due 11/1): Answer any 5 Discussion Questions from Ch. 7 1 page (double-spaced, posted to e-learning)
11/11		In-Class Group Project Work	
11/13		In-Class Group Project Work	IND-HW 9 (Due 11/8): Select one of the Industry Reports and write a reflection (see Global Business Industry folder on eLearning) 1 page (double-spaced, posted to e-learning)
11/18	Group Presentations 1-3	Students deliver 15-minute presentations and submit their reports to eLearning. Feedback provided.	
11/20	Group Presentations 4-6	Students deliver 15-minute presentations and submit their reports to eLearning. Feedback provided.	
		11/24 – 11/28 Fall Break -THANKSGIVING HOLIDAY	
12/2		Global Leadership Discussion/Speaker	
12/4		GROUP ACTIVITY Students finalize group projects and submit to eLearning. Review for TEST 2	IND-HW 10 (Due 12/5): Students submit their group activity report (individual submission)
12/9	Test 2 Chapters covered after Test 2 and additional materials introduced in class	Part 1 – 50 Multiple Choice Questions Part 2 – Essay submission	See TEST 2 folder (eLearning) for instructions.
12/19		Final Grades posted by 12/19	

Grading Policy

Grading Weight

Attendance/Discussion <i>Extra Credit opportunity – Attend selected events throughout the semester and submit 1 page reflection.</i>	10%
Homework	10%
Group Project	20%
Test 1 (Part 1- Take Home Essay 30%, Part 2 – In-Class MultipleQ 70%)	30%
Test 2 (Part 1- Take Home Essay 30%, Part 2 – In-Class MultipleQ 70%)	30%
Total	100%

Grading Criteria

Scaled Score	Letter Equivalent
101+	A+
91-100	A
88-90	A-
85-87	B+
81-84	B
78-80	B-
75-77	C+
71-74	C
68-70	C-
61-67	D
Less than 60	F

Course Policies

Make-up exams

Make-up exams are only allowed in case of emergency or extraordinary situation.

Extra Credit

There may be a few extra credit opportunities throughout the semester. In order to receive extra credit students will have an opportunity to attend virtual/in-person events and asked to write a short reflection upon attending.

Late Work

Late assignments are only allowed in case of emergency or extraordinary situation. All written assignments are submitted to eLearning (TurnItIn). Make sure you pay attention to due dates in the calendar above. If you are travelling or staying overseas during this semester make sure that you pay special attention to deadlines as they are indicated in Central Time (CT)/Dallas time. If you have questions about time zones please consult <https://www.timeanddate.com/>

Classroom Citizenship

We encourage students to support each other during the entire semester. If your team member(s) is/are unable to participate in traditional classroom setting or virtually consult with them frequently to ensure they are up to date with the course materials and deliverables. Please support each other during these times.

Instructor Support

Students in this course are encouraged to contact the instructor or the TA with any questions related to assignments, due dates, progress, etc. If student is unable to come to class or office hours he/she should schedule a meeting with the instructor. If you are considering international assignments in the future you are welcome to reach out to the instructor/TA to request a resume review.

Scholastic Honesty and Policy on Cheating

Students who engage in scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course. "Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, and the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage.

The University has policies and discipline procedures regarding scholastic dishonesty. Detailed information is available on the UTD Judicial Affairs web page. All students are expected to maintain a high level of responsibility with respect to academic honesty. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students and the integrity of the University, policies on scholastic dishonesty will be strictly enforced.

Student Conduct and Discipline

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UTD publication, A to Z Guide, which is provided to all registered students each academic year. The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the Rules and Regulations, Board of Regents, The University of Texas System, Part 1, Chapter VI,

Section 3, and in Title V, Rules on Student Services and Activities of the university's Handbook of Operating Procedures. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391). A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Academic Integrity

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work. Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment or the award of a degree, and/or the submission as one's own work or material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings. Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). This course will use the resources of **turnitin.com**, which searches the web for possible plagiarism and is over 90% effective.

Students are encouraged to review the quality of their work (editorial review, references, sources, format, etc.) before submitting their written work. Students are encouraged to check **SIMILARITY** on TurnItIn before submitting their work. The recommended similarity should be below **25% (green status)**. Points will be deducted if student's work has over 25% similarity or Artificial Intelligence (AI) similarity.

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individuals corresponding and the security of the transmitted information. **UTD furnishes each student with a free email account that is to be used in all communication with university personnel.** The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's Handbook of Operating Procedures. In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

Incomplete Grade Policies

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if **70%** of the course work has been completed. An incomplete grade must be resolved within **eight (8)** weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of F.

Disability Services

The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m. Please check opening hours and virtual meeting schedule with the office.

The contact information for the Office of Disability Services is:

The University of Texas at Dallas, SU 22

PO Box 830688

Richardson, Texas 75083-0688

(972) 883-2098 (voice or TTY)

Essentially, the law requires that colleges and universities make those reasonable adjustments necessary to eliminate discrimination on the basis of disability. For example, it may be necessary to remove classroom prohibitions against tape recorders or animals (in the case of dog guides) for students who are blind. Occasionally an assignment requirement may be substituted (for example, a research paper versus an oral presentation for a student who is hearing impaired). Classes enrolled students with mobility impairments may have to be rescheduled in accessible facilities. The college or university may need to provide special services such as registration, note-taking, or mobility assistance. It is the student's responsibility to notify his or her professors of the need for such an accommodation. Disability Services provides students with letters to present to faculty members to verify that the student has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

These descriptions and timelines are subject to change at the discretion of the Professor.

Comet Creed

This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:

“As a Comet, I pledge honesty, integrity, and service in all that I do.”

Academic Support Resources

The information contained in the following link lists the University's academic support resources for all students.

Please see <http://go.utdallas.edu/academic-support-resources>.

UT Dallas Syllabus Policies and Procedures

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus.

Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.