

## **IMS4330.5U1.14U COURSE SYLLABUS**

School of Management  
The University of Texas at Dallas

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### **Contact Information**

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Office Hours	By appointment

### **Course Information**

Course Number/Section	<b>IMS4330.5U1.14U</b>
Class Timings	Thu 6:00pm – 10:00pm
Class Room	<b>JSOM 2.903</b>
Course Title	Global Human Resource Management
Term and Dates	Summer 2014, May 29th, 2014 – August 7 <sup>th</sup> , 2014

### **Course Pre-requisites**

The course is designed for students who have already taken international business or international marketing courses.

### **Learning Objectives**

Upon finishing this course, students are expected to recognize and understand the following course objectives:

1. Identify the main differences between domestic and international human resource management.
2. Understand the challenges of international business dynamics on international human resource management.
3. Familiarize yourself with the procedures for preparing manpower for international assignments.
4. Recognize how managing expatriates helps to improve their performance and minimize their business failures in international assignments.
5. Recognize that training and development of expatriates is a key factor for their success in their assignments.

### **Course Description:**

As corporations go global, one of the most complex and challenging issues international managers face today is how to effectively manage expatriates that may originate from parent, host and third countries. While the diversity of manpower for international assignment is necessary for expansion as well as survival, it is imperative that managers develop appropriate procedures in the recruitment, training and development processes international human resource management (IHRM). Students in this course will familiarize themselves with various controllable and uncontrollable international environments that might affect the policies and

guidelines of multinational corporations. As global firms no more possess the ultimate power to reduce the complexity of the international business environments, students will recognize why international business organizations will depend on experienced international managers who are sensitive to the host countries' cultural values and are well oriented about the local government policies as well as labor unions' activity. The students' management of the course will be evaluated through the assessment of demonstrated oral and written skills that are reflected in class discussion, project presentation and project reports as well written exams.

#### **Assignments:**

Team case assignments will be distributed among groups. The team case will be presented in class and a **6-7** pages research paper with its full reference (**use refereed journal papers**) will be submitted to the instructor immediately following the presentation. Case presenters need to supply a one-page outline by highlighting, the objectives, problems, and solutions of the case study to all students. Additional tasks such as summary of films or articles may be assigned. Preparation for class is **ESSENTIAL**. Discussion will be based on issues related to text book reading assignments, lecture and current articles from leading international periodicals: Business Week, The Economist, Management of International Business Studies, International Management Journal and The Wall Street Journal.

#### **Required Textbooks and Materials**

##### **Required Text Book:**

Textbook: P. Dowling, M. Festing, A.D. Engle, International Human Resource Management, 6h ed., Thomson South-Western 2013

The textbook is available in stock at the UTD Bookstore and Off-Campus Books.

##### **Recommended Books and Articles:**

N.J. Adler with A. Gundersen, International Dimensions of Organizational Behavior, 5th ed., Thomson South-Western 2008

Ferraro, Gary, The Cultural Dimensions of International Business, 4th Edition, Prentice-Hall, Inc., Upper Saddle River, New Jersey, 2004

Shenkar, Oded, Global Perspectives of Human Resource Management, Prentice-Hall, Inc. Englewood Cliffs, New Jersey, 1995

Hofstede, Geert, The Cultural Relativity of Organizational Practices and Theories, *Journal of International Business Studies*, Fall, 1983, pp.75-89

#### **Course Policies**

##### *Make-up exams*

Make-ups for tests are possible only under extraordinary situation and the instructor may not give full credit to late exams depending on the condition why the examinee didn't take the exam.

### *Late Work*

Only accepted under exceptional situation

### *Class Participation*

Students are also required to participate in all class activities such as discussion board activities, and group projects or special assignments such as reading on current affairs.

### Communications

This eLearning course has built-in communication tools which will be used for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. Please see more details about [communication tool information](#). (UT Dallas > Jindal > JSOM Resources > eLearning Services)

### Grading Information

#### Grading Weight

Individual Participation	15 %
Group Project	20 %
Test 1 (Part 1- Essay 30%, Part 2 – MultipleQ 70%)	30%
Test 2 (Part 1- Essay 30%, Part 2 – MultipleQ 70%)	35%
Total	100%

### Grading Criteria

Scaled Score	Letter Equivalent
100+	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 Schedule

DATES	TOPIC/LECTURE	Reading Materials (Summary Report, Discussion)	Activities
05/29	<b>Overview of the coursework</b> Distribution of syllabus,	Self-introduction and Group project distribution	Lecture

	assignments and group projects Expectations		
05/29	Chapter 1		Lecture/Discussion
06/05	Chapters 2	Discuss Chapter cases/questions	Lecture/Discussion
06/12	Chapter 3	Discuss Chapter cases/questions	Lecture/Discussion
06/19	Chapter 4	Discuss Chapter cases/questions	Lecture/Discussion
06/26	Chapter 5	Part 1 (Essay Topic) Distributed for TEST 1 Review for TEST 1	Lecture/Discussion
07/03	<b>TEST 1 (In class)</b>	Part 1 – Essays due Part 2 – 50 Multiple Choice Questions	Test
07/10	Chapter 6	Discuss Chapter cases/questions CASE 1/GROUP 1 Spanning the Globe, p.284	Lecture/Discussion
07/17	Chapter 7	Discuss Chapter cases/questions CASE 2/GROUP 2 Quality Compliance at the Hawthorn Arms , p.287	Lecture/Discussion
07/24	Chapter 8	Discuss Chapter cases/questions CASE 3/GROUP 3 Wolfgang's balancing Act: Rewarding Healthcare Executives in a Dispersed Yet Integrated Firm, p.298	Lecture/Discussion
07/31	Chapter 9 Ethics/ CSR	Discuss Chapter cases/questions Part 1 (Essay Topic) Distributed for TEST 1 Review for TEST 1	Lecture/Discussion
8/7	<b>Test 2 (In class)</b>	Part 1 – Essays due Part 2 – 50 Multiple Choice Questions	

No late assignments are accepted and no late quizzes, tests, and examinations are offered. The above restrictions may be waived under special situations, such as the; nevertheless, the maximum grade for late assignments, tests and examinations will be only 80% of the respective possible grades.

### **Case Presentation / Report Format:**

In group case presentation, 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 an appropriate research method and choose the best solution of all possible available alternatives. Each group will follow the following guidelines.

- 1) Situation/background/Overview: briefly state your understanding of the subject/problem; identifying the environmental forces involved.
- 2) Answering the questions
- 3) Focusing on the main objective/s of the case by asking oneself which ones are worth attention.
- 4) Assessing alternatives: 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 them (data) in tabular form and graphs.
- 5) Recommendation: defend the best alternative, which provides practical and acceptable options.
- 6) Drawing a conclusion to your case presentation.

Case written paper should be typed and double-spaced. Attach graphs, tables, and other methods to illustrate the problem. Please be advised that your research report should be between **6-7** double-spaced pages and should have enough space on both margins for instructor's remarks and notes. Divide work among members; budget your time between **20-25** minutes. Team performance will be graded on the base of methods of analysis, quality of presentation, and effectiveness as a team. Creative presentation style is encouraged; however contents and messages should reflect the format of real business scenario.

Each presentation will be followed up by a 10-15 min Q&A session where other groups are **expected to ask questions** about the case.

### **Policies on Make-up Exams and Late Work**

#### *Make-up exams*

Make-up exams are allowed only if the situation was extraordinary. A student who takes a make-up exam will earn a maximum of 80% of a perfect grade.

#### *Late Work*

Not accepted unless there is any special situation preventing a student from completing the work on time.

### **Policy on cheating:**

Students are expected to be above reproach in all scholastic activities. 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

### Scholastic Honesty

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 & 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.

### **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 individual 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 Policy**

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.

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.***