



QUINLAN
SCHOOL of BUSINESS

Schreiber Center • 16 E. Pearson St.
Water Tower Campus • Chicago, IL 60611
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Office Hours, By Appointment

HRER 422 Global Human Resource Management
Monday's 6:00 p.m.-9:00 p.m.
Schreiber Center Room 321
Summer 2018, 5/21/18-7/30/18

Catalog Description

This course examines the critical roles of Human Resource professionals throughout the strategic globalization process, as well as the cross-cultural issues that affect organizational dynamics and behaviors central to Human Resource processes, such as staffing, training, motivation, negotiation, team-building, and communication.

Goals for the Course

- Gain factual knowledge (terminology, classifications, methods, trends).
- Learn fundamental principles, generalizations or theories underlying design and administration of global HR policies and programs.
- Practice applying course material (to improve thinking, problem solving, and decisions).
- Develop specific skills, competencies, and points of view needed by global managers and HR professionals to perform their jobs successfully.



Course Objectives and Learning Outcomes

To understand the critical roles of Human Resource professionals throughout the strategic globalization process

To become aware of cross-cultural issues that affect organizational dynamics and behaviors central to management processes, such as staffing, compensation, employee development and performance management.

To highlight the interactions between the understanding of behavior and the management of human resources in three types of topics:

1. strategic management of human resources in global corporations
2. management of expatriate employees
3. comparison of human resource practices in a variety of different countries.

Required Materials

Essentials of International Human Resource Management: Managing People Globally. David C. Thomas & Mila B. Lazarova. Sage Publishing 2014

Additional readings and handouts will be distributed in class.

Course Requirements and Grading Criteria

Participation

The best part of this class is what we can learn from each other's diverse work and life experiences. The participation component of your course requirements is taking an active part in class discussions including preparing cases, carefully reading the assigned readings for each class, and sharing your own professional, cultural, and intellectual experiences. I expect to hear from each student during each class session

Class Policies

The course is designed to be fully interactive. To get the most out of this course, you need to participate actively in class discussions. Participation requires preparation before class, attendance in class, and presentation of your ideas to the class.



- Please check Sakai for announcements and possible handouts before each class.
2. Please bring your textbook and assigned readings to each class when necessary.
 3. If you have to miss a class, please be aware that exams cover material discussed in class in addition to assigned readings and handouts. It is your responsibility to get notes and information from your classmates that you may have missed.
 4. This syllabus and the topics assigned to each day/week are subject to change.

Class Format

The format of the class will be a combination of presentations, textbook readings, discussions, class lectures and assignments, debates, dialogues, case studies and videos. Attendance and active participation of all students is critical to success in this course. We will use Sakai as an interactive way to communicate. Please make a habit of checking Sakai to ensure you have all the readings and course materials.

Tests

The take-home midterm exam will consist of short essay questions. The exam will cover material from assigned readings, lectures, and classroom discussions and activities. The in-class final exam will be comprehensive and will consist of essays and/or situations to analyze, broadly covering major themes from the entire course.

Grading criteria for the exams include

- Knowledge of the subject matter
- Linkage to assigned texts and class activities
- Answering every part of the question

Grading

Final grades will be based on the following criteria:

Mid-term Exam - 30%

Group Company Presentation - 25%

Final Exam – 35%

Individual Participation (Including article discussion facilitation) 10%

Total 100%

Assignment of letter grades will be as follows:

A (A+) *	94-100
A-	90-93
B+	87-89
B	84-86
B-	80-83
C+	77-79



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74-76

70-73

D+

67-69

D

64-66

D-

60-63

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* For individual exams and projects, a grade of A+ (98-100) may be given.

Assignments

Group Presentations

Each group will have 30 minute to lead the class in a presentation/discussion of material related to their chosen organization's global human resource department/activities. The presentation will provide background and context for their Global HR Management, including the specifics of the company as well as the human resource organization. The class discussion of the presentation will be led by the group after the presentation. The discussion portion should be included in your final paper.

Research and identify a company's (most likely the one you or your team member works for or a former employer) global HR Practices. You will present the practices you learn. This can include the process of going global, cultural considerations, organizational context, transfer of HR practices across boundaries, staffing, performance management, international mobility (expats), etc.... Your chosen company must be approved by me to avoid two groups presenting the same company. You will need to provide an overview of the company, introduction to the HR organization and then discuss specific components of their global HR practices.

1. Present additional organizational background information, including: brief company profile, culture, business practices and values, etc. Do not spend a great deal of time reading encyclopedic "facts" about the company – the emphasis should be on facts and issues relevant to global HR within the company.
2. Power point is recommended. Copies of forms, documents or outlines, videos, company brochures, reports of interviews with people from that company, etc. are great too! Creative touches are always enjoyed by the class (and prof. too). Make sure though that if you use videos during your presentation that they are kept to less than 15% of the time (3-4 minutes) of your presentation.
3. Finally, one week following the presentation, each group will submit their paper (double-spaced, at least 10 pages of text, not including references). The paper will summarize and discuss the material you presented the previous week. Include a section summarizing and commenting on the class discussion. End the paper with a reference list, in which you list every source (book, journal article, website, etc.) used in the preparation of the presentation and paper. Remember to use APA style in writing and references.



Attendance

Class attendance and participation are fundamental components of learning, so punctual attendance at all classes, for the full class meeting period, is expected of Quinlan students. Faculty may set participation policies unique to their courses and use class participation as a component of the final grade. The student is responsible for any assignments or requirements missed during an absence.

Make-Up Examinations

Loyola University academic policy provides that tests or examinations may be given during the semester or summer sessions as often as deemed advisable by the instructor. Because Quinlan faculty believe examinations represent a critical component of student learning, required examinations should be taken during the regularly scheduled class period. **Make-up examinations are discouraged.** Exceptions may be granted only by the faculty member or department chair, and only for unavoidable circumstances (illness verified by a signed physician's note, participation in intercollegiate athletic events, subpoenas, jury duty, military service, bereavement, or religious observance). A make-up final examination may be scheduled only with the permission of the appropriate Quinlan Assistant or Associate Dean.

If a make-up examination must be given, it is the responsibility of the faculty member to prepare, schedule, and proctor the exam. Limited assistance in proctoring make-up exams may be available through a designated Quinlan administrative assistant. For a student with a documented special testing need, please consult University policy concerning use of the testing center in Sullivan Center at Lake Shore Campus.

Academic Integrity

All members of the Quinlan School shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood...Plagiarism or cheating on the part of the student in individual or group academic work or in examination behavior will result minimally in the instructor assigning the grade of "F" for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved.

For further information about expectations for academic integrity and sanctions for violations, consult the complete Quinlan School of Business Honor Code and Statement of Academic Integrity on the Quinlan website:

<http://luc.edu/media/lucedu/quinlan-graduate/pdfs/Honor-Code-Quinlan-July2012.pdf>



Class by Class/Week by Week Course Outline

<u>Date</u>	<u>Topics/Activities</u>	<u>Readings to be completed for class</u>
1/ May 21, 2018	<p>Review Syllabus including Current Events presentations and Group Projects</p> <p>Globalization and Human Resource Management</p>	<p>Text – Chapter 1</p> <p>Resources: http://www.workforce.com/2017/04/21/2017-workforce-100-ranking-the-worlds-top-companies-for-hr/</p> <p>Articles: Different strokes: How to manage a global workforce</p> <p>HR 2020: A Transformational Challenge?</p>
2 / May 28, 2018	NO CLASS – Memorial Day	
3/June 4, 2018	<p>Cultural and Institutional Context of Global Human Resource Management</p> <p>Organizational Context of Global HRM</p>	<p>Text – Chapters 2 & 3</p> <p>Articles: The Challenges of Cross – Cultural Issues in Human Resource Management: A Descriptive Analysis</p> <p>The Mistake Most Managers Make with Cross-Cultural Training</p>
4 / June 11, 2018	<p>Transfer of HRM Across Boundaries</p> <p>HRM in International Joint Ventures, Mergers & Acquisitions and Collaborative Alliances</p>	<p>Text – Chapters 4 & 5</p> <p>Articles:</p>



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	Mid-term exam handed out	<p>Expanding Globally: Where in the World Should We Go Next?</p> <p>Internationalization Strategies for Global Companies: A Case Study of Arla Foods, Denmark</p>
5/ June 18, 2018	<p>Global Staffing</p> <p>Global Human Resource Management</p> <p>Mid-term exam due</p>	<p>Text – Chapters 6 & 7</p> <p>Articles: A Future More Powerful than Hierarchy</p> <p>https://hbr.org/2015/03/fe-w-companies-actually-succeed-at-going-global</p>
6/ June 25, 2018	<p>Global Performance Management and Compensation</p> <p>International Mobility and Global Careers</p>	<p>Text – Chapters 8 & 9</p> <p>Articles: Modern Expatriation Through the Lens of Global Careers, Psychological Contracts, and Individual Return on Investment</p>
7/ July 2, 2018	No Class	
8/ July 9, 2018	<p>International Employee Representation and Corporate Social Responsibility</p> <p>Emerging Issues in Global HRM</p>	<p>Text – Chapter 10 & 11</p> <p>Article: Way of Work, A Way of Life</p> <p>Emerging trends in Human Resources Management</p>



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		https://www.benefitnews.com/slideshow/10-emerging-hr-trends
9/ July 16, 2018	Presentation #1 Presentation #2 Presentation #3	
10/ July 23, 2018	Presentation #4 Presentation #5 Presentation #6	Final exam handed out
11 / July 30, 2018	Presentation #7 Presentation # 8 Presentation # 9 *Please note, based on the number of groups the presentations may shift a bit	Final Exam Due

Please note: This class may occasionally deviate from the course outline above.
The instructor reserves the right to make changes as needed to the course syllabus.