



MAN 4610-001 (3 credit hours)
CRN
Global Human Resource Management
Fall 2019
Liberal Arts Building (Davie Campus)
T 6:30-9:20 p.m. (Sample Syllabus)

Professor Information

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Office Address: Fleming 206
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Office Hours

T 5:30-6:30 p.m. or by appointment (I am available by e-mail or phone between classes)

Required Text and Materials

Kramar, R., & Syed, J. (2017). *Human Resource Management in a Global Context*. NY, NY: Springer.

Course Description

This course examines how human resources are managed within a global context. It examines how human resources are managed within global firms as well as across different cultural settings.

Course Prerequisites

Prerequisite: Junior standing and either MAN 3025, PSY 1012, ANT 2000, SYG 1000, SYG 2010, or HSA 4124

Supplemental Course Description

Course Learning Objectives

Students will explore the factors that organizations which are engaged internationally, and that have diverse workforces, need to consider in order to ensure their success and effectiveness.

By completing this course, students will:

- Explain the international strategy development and implementation process; the role that HR should play in the strategic development process; and the factors that organizations must take into account and evaluate when considering international expansion of their business.
- Comprehend how organizations need to consider their structure, organizational culture, and their processes to compete internationally.
- Understand how organizations can and need to set up and address their human resources management functions (including planning, recruiting, selection, compensation and rewards, performance management, and learning and development) when working internationally and when sending employees abroad.
- Explain and provide examples of the impact that culture and cross-cultural differences have on individual behavior, leadership behaviors and expectations, group behavior, employee behaviors and expectations, team effectiveness, and organizational success.
- Discuss ethical issues and practices in international management and human resources

How to make this class relevant:

- Focus on the practical, real world applications of the concepts, models, and theories discussed in class.
- Tie the theory to the real world and your own experiences in life and on the job.
- Create a sense of community – a learning community. We all come from different backgrounds and have a lot that we can teach each other.
- Create an interactive classroom environment. We will have interactive exercises and discussions, films and guest speakers.
- Challenge you to grow intellectually and as a person, in class as well as through the assignments you complete for the course.

Grading Scale

The total possible points for the semester is 1000. See Appendix B at the end of the syllabus for the grading rubrics. Please note that I do not accept late work on any of the written assignments.

The grading scale based on 1000 points is as follows:

A = 930-1000 C+ = 770-799

A- = 900-929 C = 730-769

B+ = 870-899 C- = 700-729

B = 830-869 D+ = 650-699

B- = 800-829 D = 600-649

F = Below 600

Incompletes are not an option for failing students. Grades are posted on Blackboard™. Students wishing to discuss course grades must do so within five days of general notification of grades to the class. Students desiring passing grades must adhere to the course requirements.

Course Evaluation Method

The overall course grade will be based on:

	Proportion of overall grade (%)
Exams (3 @ 200).....	600
Participation and Exercises.....	100
X-Culture Project.....	300
Total Points.....	1000

Including:

- Weekly Milestone tasks: 2.5% each (pass/fail)
- Team report: 40% (pass/fail for each section)
- Peer evaluations: 40% (continuous, lowest dropped)

NO EXTRA CREDIT WILL BE OFFERED AFTER THE FINAL EXAM. DO NOT ASK.

Regular attendance and participation will be evaluated each period. Participation is worth 10 % of your final grade. Non-attendance equals zero participation for this class. The only non-attendance that is excused is a university-sanctioned absence. Quality counts more than quantity. I will drop your lowest participation score. Participation is more than attendance!

Although exercises will be conducted in class, advance preparation is required in some instances.

Your participation grade will be based on your observance of classroom etiquette, participation, and in-class case discussions and exercises.

If you are absent or leave early/arrive late on a day that I collect, your participation grade will be lowered for that class.

This grade is based on your in- class participation and you must be present and participating in order to receive credit.

Make sure your cell phone is turned to silent and put away during class. The use of cell phones in class for either talk or text is extremely rude and disruptive to the instructor and other students. **Each instance of cell phone use in class will result in a deduction of 5 points from your total participation grade.** I will not warn anyone before such a deduction takes place, so please follow the rules. The use of laptops, tablets or other electronic devices is also **not permitted** during class, leading to a similar 5 point deduction.

Exams

600 points

I strongly encourage you to read the assigned material prior to class. The exams will be closed book and will consist of a combination of multiple choice questions and true/false questions. You will have the entire class period for each exam. The questions are based on material in the text, lectures, class discussions, presentations, readings, and assignments. For the exams, you must have the 100-item Scantron sheet (green) and a #2 pencil. Latecomers will not be able to take the exam if the first person to finish has left the exam room.

X-CULTURE INTERNATIONAL COLLABORATION PROJECT

300 points

Students will have an opportunity to gain first-hand experience in international business collaboration. A total of almost 4,000 students from 100+ universities in 40+ countries on 6 continents participate in X-Culture every semester. For more on the project, visit www.X-Culture.org.

1. Review information on this page: www.x-culture.org/2016-2b (access code: 20162b)
Start with:
 - Watch this short video www.x-culture.org on what X-Culture is and how it works.
 - Then watch this short video on what's in it for you as a student and how to do well in X-Culture: www.x-culture.org/for_students
 - It may also be a good idea to watch this short video to better understand how our business partners approach X-Culture and what they expect from you: www.x-culture.org/for_businesses
 - Then review the X-Culture Training Module (item #1 here <http://x-culture.org/2016-2b>)
 - Then review this semester's challenges presented by our business partners. They are very similar in terms of the general task, but each revolves around a different industry/product and has some unique questions. The challenge instructions also contain the detailed schedule and a list of weekly deliverables. *The schedules are identical for all challenges*, though the particulars of the weekly deliverables may vary.

2. Sometime before **October 2** you will receive an X-Culture Welcome Letter that also includes the Readiness Test link. You will be asked to complete a short test that will check if you've reviewed the materials from #1. The test will take about 20 minutes to complete and it must be completed before the October 2 start date.
3. 95% of all students pass the test the first time and another 3% pass on the second try. As long as you carefully review the project materials, you should have no difficulties passing the test. If you fail the test, you will still have to complete the test, but you will have to work individually and not as part of an international team.
4. As long as you pass the Readiness Test before October 2 you will receive the names and contacts of your team members. There will be 5-7 team members from different countries.

If you fail the test, you will be given another chance. If you fail again, you will have to complete the project individually.

5. You will then have two months to develop a business proposal for a real-life client organization.
6. After the project is over, you will receive an X-Culture Global Business certificate, which has been shown to have a “you’re hired” effect on prospective employers (e.g., see a recent story about an UNCG graduate: <http://www.prweb.com/releases/2012/8/prweb9767734.htm> or other stories here: <http://x-culture.org/media/>).

Furthermore, members of the best teams will be invited to attend the Academy of International Business Conference (www.x-culture.org/meetings/). The students will meet in person with their teammates, present their work, and have a chance to participate in the many conference networking and presentation events.

Grading: The project will involve a series of tasks that your team must complete, each graded as pass/fail. That is, a “pass” (100) is awarded if the task is completed fully by the respective deadline and a “fail” (0) is given if the student/team misses the deadline or partially completes the component of the project.

Although you will work in a team, your grade will be largely determined by your INDIVIDUAL performance. X-Culture is an exercise, not a test. This means that your effort and diligence matters more than your knowledge (we have exams to test your knowledge). As long as you complete each task fully and on time, submit your weekly progress updates, and your team members give you high weekly peer evaluations, you will receive a good grade. The quality of your team report matters, but less than your individual effort.

Historically, most students in my class received a high grade for the project, but they all agree that it was not an easy task; one that required much, and at times frustrating, work - but in the end it was very rewarding and worth the extra effort.

Additional Course Policies

Missing Exams

Make-up exams are only offered when there are extenuating circumstances (e.g., university excused absences). If (in the rare occurrence) a make-up exam is given, **it will be essay based** and must take place at some point before the next class period.

According to the university,

Students are responsible for arranging to make up work missed because of legitimate class absence, such as illness, family emergencies, military obligation, court-imposed legal obligations, or participation in University approved activities. Examples of University approved reasons for absences include participating on an athletic or scholastic team, musical and theatrical performances, and debate activities. It is the student's responsibility to give the instructor notice prior to any anticipated absence, and within a reasonable period of time after an unanticipated absence, ordinarily by the next scheduled class meeting. (Faculty Handbook, 2011)

Late Assignments

Assignments that are overdue will receive a grade penalty. Assignments that are submitted after grading is over will not be accepted. Written assignments are due on the scheduled dates at **the beginning of class**. Submissions arriving after that are considered late and will have a penalty. Your answers must be word-processed. **I will neither grade hand-written submissions nor work which is submitted more than 24 hours after it is due.**

Attendance Policy

Attendance is expected because of the importance of the collective learning experience. Students are encouraged to participate in the discussions and are expected to help create a productive learning environment. Prepare by completing all reading assignments prior to class and by bringing the required readings/assignments to each class. **If you miss 20 % OR more of classes during the semester, you will receive a failing grade for the entire class. DO NOT MISS 20 % OF CLASSES IF YOU EXPECT TO PASS THIS CLASS.**

Etiquette and/or Netiquette Policy

Make sure that your cell phone is on silent and put away during class.** It is understood that life often brings us challenges and emergencies, therefore, if you must use your phone during a regular class period, please leave the classroom discretely and without interruption. Any information missed will not be repeated. Please see a classmate after class to find out what you missed.

**Any usage of cell phones or other communication devices during exams or quizzes is prohibited and will be considered cheating. Students will be held accountable to the University's policy if such an occasion arises. See the honor code section below for more information.

Also, according to the student and faculty handbooks, everyone in class should act respectful at all times. We are all adults, and thus, will act accordingly. As students in the business school, I expect behavior suitable for any professional in the average office workplace. One of the greatest things about active participation is lively debate for the purpose of furthering everyone's knowledge. However, this should be carried out in a respectable way. This respect should continue into group work as everyone will have ideas/opinions meant to produce the best end result possible.

Much of the class content includes class discussion. Please be courteous to your colleagues and allow them to finish their argument before expressing yours. Disruptive and rude comments and behavior will not be tolerated.

Failure to abide by these rules will result in your dismissal from class.

Anti-plagiarism Software

Written components of any assignment or project may be submitted to anti-plagiarism software to evaluate the originality of the work. Any students found to be submitting work that is not their own will be deemed in violation of the University's honor code.

Selected University and College Policies

Code of Academic Integrity Policy Statement

Students at Florida Atlantic University are expected to maintain the highest ethical standards. Academic dishonesty is considered a serious breach of these ethical standards, because it interferes with the university mission to provide a high quality education in which no student enjoys an unfair advantage over any other. Academic dishonesty is also destructive of the university community, which is grounded in a system of mutual trust and places high value on personal integrity and individual responsibility. Harsh penalties are associated with academic dishonesty. For more information, see University Regulation 4.001.

Disabilities Statement

In compliance with the Americans with Disabilities Act Amendments Act (ADAAA), students who require reasonable accommodations due to a disability to properly execute coursework must register with Student Accessibility Services (SAS) and follow all SAS procedures. SAS has offices across three of FAU's campuses – Boca Raton, Davie and Jupiter – however disability services are available for students on all campuses. For more information, please visit the SAS website at www.fau.edu/sas/.

Counseling and Psychological Services (CAPS) Center

Life as a university student can be challenging physically, mentally and emotionally. Students who find stress negatively affecting their ability to achieve academic or personal goals may wish to consider utilizing FAU's Counseling and Psychological Services (CAPS) Center. CAPS provides FAU students a range of services – individual counseling, support meetings, and psychiatric services, to name a few – offered to help improve and maintain emotional well-being. For more information, go to <http://www.fau.edu/counseling/>.

Religious Accommodation Policy Statement

In accordance with rules of the Florida Board of Education and Florida law, students have the right to reasonable accommodations from the University in order to observe religious practices and beliefs with regard to admissions, registration, class attendance and the scheduling of examinations and work assignments. For further information, please see [Academic Policies and Regulations](#).

University Approved Absence Policy Statement

In accordance with rules of Florida Atlantic University, students have the right to reasonable accommodations to participate in University approved activities, including athletic or scholastics teams, musical and theatrical performances and debate activities. It is the student's responsibility to notify the course instructor at least one week prior to missing any course assignment.

College of Business Minimum Grade Policy Statement

The minimum grade for College of Business requirements is a "C". This includes all courses that are a part of the pre-business foundation, business core, and major program. In addition, courses that are used to satisfy the university's "Writing Across the Curriculum" and Gordon Rule math requirements also have a minimum grade requirement of a "C". Course syllabi give individualized information about grading as it pertains to individual classes.

Incomplete Grade Policy Statement

A student who is passing a course, but has not completed all work due to exceptional circumstances, may, with consent of the instructor, temporarily receive a grade of incomplete ("I"). The assignment of the "I" grade is at the discretion of the instructor, but is allowed only if the student is passing the course.

The specific time required to make up an incomplete grade is at the discretion of the instructor. However, the College of Business policy on the resolution of incomplete grades requires that all work required to satisfy an incomplete (“I”) grade must be completed within a period of time not exceeding one calendar year from the assignment of the incomplete grade. After one calendar year, the incomplete grade automatically becomes a failing (“F”) grade.

Withdrawals

Any student who decides to drop is responsible for completing the proper paper work required to withdraw from the course.

Grade Appeal Process

A student may request a review of the final course grade when s/he believes that one of the following conditions apply:

- There was a computational or recording error in the grading.
- Non-academic criteria were applied in the grading process.
- There was a gross violation of the instructor’s own grading system.

The procedures for a grade appeal may be found in Chapter 4 of the University Regulations. Disruptive Behavior Policy Statement

Disruptive behavior is defined in the FAU Student Code of Conduct as “... *activities which interfere with the educational mission within classroom.*” Students who behave in the classroom such that the educational experiences of other students and/or the instructor’s course objectives are disrupted are subject to disciplinary action. Such behavior impedes students’ ability to learn or an instructor’s ability to teach. Disruptive behavior may include, but is not limited to: non-approved use of electronic devices (including cellular telephones); cursing or shouting at others in such a way as to be disruptive; or, other violations of an instructor’s expectations for classroom conduct.

Faculty Rights and Responsibilities

Florida Atlantic University respects the right of instructors to teach and students to learn. Maintenance of these rights requires classroom conditions that do not impede their exercise. To ensure these rights, faculty members have the prerogative:

- to establish and implement academic standards
- to establish and enforce reasonable behavior standards in each class
- to refer disciplinary action to those students whose behavior may be judged to be disruptive under the Student Code of Conduct.

Tentative Course Schedule

Schedule may change as necessary

Date		Topics Covered	Readings
08/21	W	Intro/Syllabus/Welcome; Self-Introduction Exercise Context specific HRM	Ch.1
08/28	W	A Critical Perspective on Strategic HRM	Ch. 2 X-Culture
09/04	W	HRM in MNCs In-class exercise	Ch 3,
09/11	W	X-Culture Project (Exam Review)* *You must pass exam in order to participate in x-culture project Diversity Management in a Global Context X-Culture Project Review (X-culture project participation exam review*) * You must pass the exam in order to participate in the x-culture project First Exam Review	Ch. 4,

09/18	W	Exam 1	1, 2, 3, 4
09/25	W	HRM, Ethics, and Corporate Social Responsibility In-class experiential exercise	Ch. 5
10/02	W	Recruitment and Selection IN-class experiential exercise	Ch 8
10/09	W	Performance Management; Training, Development and Learning x-culture project Q & A	Ch 9,
10/16	W	Training, development and learning In-class exercise	Ch 11
10/23	W	Exam Review x-culture project Q & A	X-Culture
10/30	W	Exam 2	Chs 5, 8, 9, 11
11/6	W	International assignments x-culture project	Ch 13
11/13	W	HRM productivity and employee involvement x-culture project	Ch 14
11/20	W	Work life balance	Ch 15
11/20	W	Managing global and migrant workers In-class experiential exercise	Ch 16
12/4	W	X-Culture Project Due and Debriefing Final Exam Review	
12/11	W	Final Exam	13, 14, 15, 16, 17