

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

COURSE DESCRIPTION AND OUTCOMES

Course Description:

The field of HR continues to evolve due to global changes and technological advancements. HR professionals must be mindful about how globalization and technology can impact organizations at the macro, meso, and micro levels. Throughout this course, students will learn more about technological advancements, how globalization impacts organizations, and the benefits and drawbacks of globalization and technology on HRM practices.

Course Overview:

Welcome to HRM470! Throughout this course, we will explore how HR functions are impacted by today's globalized world. Specifically, we will explore how globalization impacts hiring, training, professional development, compensation, etc. Additionally, we will review the impact that certain technological advancements have on businesses.

Course Learning Outcomes:

1. Explore how globalization impacts businesses and HRM practices.
2. Devise policies to ensure that globalization initiatives are conducted in accordance with legislation and are aligned with an organization's culture.
3. Explore how current technology and potential future technological innovations can impact the workplace.
4. Justify the importance of aligning organizational culture with technological policies/tools.
5. Evaluate HR needs based on forecasted advancements (both global and technological).

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

COURSE MATERIALS

Required:

No textbook purchase is required in this course. All reading assignments will be contained in the module lectures.

Suggested:

SHRM membership: Within this course, we are recommending that students join SHRM; however, this is not mandated. The approximate cost for SHRM student membership is \$40. More opportunities related to membership can be found at www.shrm.

***NOTE:** All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.*

COURSE SCHEDULE

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** Original posts must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday at 11:59 p.m. MT. Late posts may not be awarded points.
- **Opening Exercises:** Take the Opening Exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The Opening Exercises will not affect your final grade.
- **Mastery Exercises:** Students may access and retake Mastery Exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Pudelko, M., Reiche, B. S., & Carr, C. (2015). Recent developments and emerging challenges in international human resource management. *International Journal of Human Resource Management*, 26(2), 127-135. doi:10.1080/09585192.2015.964928
- Steger, M. B., Battersby, P., & Siracusa, J. M. (2014). *The SAGE handbook of globalization*. Los Angeles, CA: SAGE.
 - o Chapter 1 only

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Milestone (25 points)

Option #1 and #2: Portfolio Project Milestone

You have a choice between two Portfolio Projects in this course. Go to the Module 8 folder, read both Portfolio Project descriptions, and choose one. Do not do both projects. Identify your Portfolio Project choice in the title of a Microsoft Word document, and then briefly explain in one-half to one full page (approximately 150 to 300 words) why you selected your project. There is no need to cite any sources, but work to ensure your writing—overall—adheres to the CSU-Global Guide to Writing and APA Requirements.

Please note that you have two more portfolio milestones in Modules 3 and 5. Review the expectations now so that you are prepared to submit your work on time! Your Portfolio Project milestones are due by the end of the week that they are assigned. There is no grace period for late submissions. Examine the Portfolio Project Rubric in the Module 8 folder to see how you will be graded for this assignment.

Module 2

Readings

- Christ, K., & Schaltegger, S. (2018). Multinational enterprise strategies for addressing sustainability: The need for consolidation. *Journal of Business Ethics*, 1-22.
- Welch, D., & Björkman, I. (2015). The place of international human resource management in international business. *Management International Review*, 55(3), 303-322.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (90 points)

Option #1: Structure of Multinational Enterprises Paper

This week our discussions focus around designing and creating the proper structure of a multinational enterprise. Human resources has a responsibility in creating an organization's structure, and with that as a background discuss the following:

- The principle types of organizational structure that are used both domestically and internationally.

- Discuss the variables that should be considered, and analyzed, when creating an organizational structure.
- Discuss the differences in a structure for a domestic firm and a multinational organization.

Your paper should be 3-4 pages in length and conform to *CSU-Global Guide to Writing and APA*. Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Refer to the Critical Thinking Rubric in the Module 2 Folder for more information on expectations for this assignment.

Option #2: Multinational Enterprises Paper

The world is becoming much “smaller,” meaning that globalization is becoming more common than uncommon. Today, nearly 60% of world GDP is related to an import or an export, thus more organizations are moving towards multinational enterprises. With that as a background, answer the following:

- Define the unique aspects and characteristics of a multinational enterprise (MNEs).
- Discuss the benefits, and challenges, of a typical multinational enterprise
- Analyze how the role of human resources changes when working for, and supporting, a multinational enterprise.

Your paper should be 3-4 pages in length and conform to *CSU-Global Guide to Writing and APA*. Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Mastery Exercise (10 points)

Module 3

Readings

- Ayentimi, D., Burgess, J., & Brown, K. (2018). HRM practices of MNEs and domestic firms in Ghana: Divergence or convergence? *Personnel Review*, 47(1), 2-21.
- Đorđević, B. (2016). Impact of national culture on international human resource management. *Economic Themes*, 54(2), 281-300.
- Grill, T. V., Maharjan, M. P., & Sekiguchi, T. (2016). Human resource management of Japanese companies in Hungary: How do Japanese and Hungarian styles blend? *Journal of East-West Business*, 22(3), 145-167. doi:10.1080/10669868.2016.1165782 Retrieved from <http://hrmstudy.com/wp-content/uploads/2015/02/Grill2012.pdf>
- Turi, A. N. (2017). International labour law principles as guidelines to foster employment relations. *USV Annals of Economics and Public Administration*, 17(1(25)), 198-207. Retrieved from <https://doaj.org/article/398606f5631c4bd483fbbfa7e98d74e9>

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (90 points)

Option #1: Unions in the Workplace Paper

Unions have declined in scope and importance over the past 20 to 30 years. Now, less than 10% of the US workforce is represented by a union, and most of that members work for the public sector. However, there are still powerful unions in other countries. Given these thoughts, address the following:

- Explain the role of unions in a selected country. Please select a country other than the United States
- Address the principle value that unions can bring to the workplace, along with the challenges they may also bring to the organization.
- Develop a policy to ensure that you are adhering to your selected country's union laws, as well as remaining true to US law. Your policy does not need to be long, though it should explain what protections workers have in the US and in your selected country's location, as well as address how this policy will be enforced.

Your paper should be 3-4 pages in length and conform to *CSU-Global Guide to Writing and APA*. Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: European Union Paper

You are the Director of Human Resources for your U.S. corporation.

Your company has just opened a subsidiary in Italy. Since Italy is a member state of the European Union, it must follow European Union directives. Discuss the following:

- Offer a brief assessment on how doing "business" in Italy is different than doing business in the United States (politically, economically, and socially).
- Discuss 2 laws that are different in the U.S. than in Italy, and their impact on the workplace.
- Develop a policy to ensure that you are adhering to your Italy's labor laws, as well as remaining true to U.S. law. Your policy does not need to be long, though it should explain what protections workers have in the U.S. and in Italy, as well as address how this policy will be enforced.

Your paper should be 3-4 pages in length and conform to *CSU-Global Guide to Writing and APA*. Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Mastery Exercise (10 points)

Portfolio Milestone (45 points)

Option #1 & #2: Portfolio Project Milestone

Submit a proposal that identifies and describes the specific topic/issue related to human resources within the specific organization you selected for your project. Include a brief profile of the organization, as well as 2 to 3 credible sources you plan to use to develop your discussion. (Remember to provide a

brief summary of each source and explain why you have selected the sources.). The CSU-Global Library is a good place to find these sources.

Module 4

Readings

- Dankova, P., Valeva, M., & Štrukelj, T. (2015). A comparative analysis of international corporate social responsibility standards as enterprise policy/governance innovation guidelines. *Systems Research and Behavioral Science*, 32(2), 152-159.
- Lyons, R. (2017). International employment law: How enforceable are post-termination restrictions? *Workforce Management (Time and Attendance) Excellence Essentials*.
- Orefice, G. (2015). International migration and trade agreements: The new role of PTAs. *Canadian Journal of Economics*, 48(1), 310-334. doi:10.1111/caje.12122

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 5

Readings

- Giorgi, G., Montani, F., Fiz-Perez, J., Arcangeli, G., Mucci, N., Ghislieri, C., & Sartori, R. (2016). Expatriates' multiple fears, from terrorism to working conditions: Development of a model. *Frontiers in Psychology*, 71-11. doi:10.3389/fpsyg.2016.01571
- Guo, Y., Rammal, H., & Dowling, P. J. (2016). *Global talent management and staffing in MNEs*. United Kingdom: Emerald.
- Open Textbook Library distributor. (2016). *Human resource management*. Minneapolis, MN: University of Minnesota Libraries Publishing. Retrieved from <https://open.umn.edu/opentextbooks/textbooks/71>
 - Read Chapter 14 only
- Sinclair, J., & Croom, P. (2017). How to create a successful international recruitment plan. *International Educator*, 26(4), 38-41.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (90 points)

Option #1: Critical Thinking Assignment – Immigration Paper

Immigration has become a very important issue around the world and especially here in the U.S. Some workers arrive legally through government immigration policies, including the World Trade Organization (WTO). Some workers arrive through unofficial migration. With that as a background, address and analyze the following:

- Select two countries and describe their immigration process and requirements (one could be the United States).
- Discuss how those immigration requirements can affect the employment of immigrants, and the economy of the host country.
- Finally, assess how creating an international workforce (comprised of domestic, expatriate, and international workers) could be more or less beneficial to the organization.

Your paper should be 3-4 pages in length and conform to *CSU-Global Guide to Writing and APA*. Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: International Workforce Paper

There are times where staffing for an international assignment presents challenges for the HR department. Of course, there are also great advantages as well—in most cases, balance is a key term in that each advantage brings its share of challenges. This week we have conversed about the creation of an international workforce, which is a strategy that even domestic organizations are trying to attain. Given these ambitions, address the following:

- We have learned of several criteria to consider when selecting an employee for an international assignment (IA), including technical ability, cultural adaptability, and personality characteristics. Present and evaluate the various criteria that should be considered to determine the best person for an international assignment.
- Discuss the primary reasons an international assignment may succeed, why it may fail, and the role that human resources can play to best enable an international assignment to be successful. In this discussion, offer the strategy or process that human resources should consider when managing international assignments.

Your paper should be 3-4 pages in length and conform to *CSU-Global Guide to Writing and APA*. Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Mastery Exercise (10 points)

Portfolio Milestone (75 points)

Option #1 & #2: Portfolio Project Milestone

Your final Portfolio Project is due at the end of Module 8. Regardless of the option you chose for the Portfolio Project, this week you will submit a rough draft of your project for instructor approval and feedback.

Your rough draft must:

- Be 3 or 4 pages in length.
- Include most of the required project components plus a working references page (at the least) in addition to the 3- to 4-page outline.
- Conform to the CSU-Global Guide to Writing and APA Requirements.

- If you have questions regarding APA formatting, this is a perfect opportunity to receive feedback and assistance from your instructor!

Submit your rough draft paper for approval by your instructor. Review the requirements for the Portfolio Project, which is worth one-third of your course grade, in the Module 8 folder. Also take a look at the Portfolio Project Rubric, located in the Module 8 folder, to ensure that you are working toward fulfilling the requirements of the final project.

Module 6

Readings

- Pinto, L., Cabral Cardoso, C., & Werther, W. B. (2017). Expatriates' withdrawal intentions the influence of organizational culture and satisfaction with the assignment. *Personnel Review: A Professional Journal Reporting New Developments in Research, Theory and Practice of Personnel Management*, 46(8), 1852-1869.
- Zheng, C. (2016). *International human resource management: Trends, practices and future directions*. Hauppauge, NY: Nova Science Publishers, Inc.
 - o Read Chapter 4 only.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (100 points)

Option # 1: Compensation Paper

Compensation may be the most important aspect of one's employment, and this remains so whether you are a domestic or international employee. However, in compensation we know that "one size does not fit all" and compensation must be tailored to each person and assignment. This becomes even more important when addressing global compensation. With that as a background, complete the following:

- Discuss how an organization's compensation philosophy and strategy may differ between its domestic employees and its international employees.
- Choose two forms of salary or benefits (for instance, vacation, incentives, workers compensation, knowledge-based pay, sick leave, etc.) that may be offered to United States employees and not foreign employees. Should an organization offer these benefits to the international employees, especially when part of the reason an organization seeks to expand overseas is to take advantage of the lower employee costs? Explain your rationale.
- Finally, assess how human resources justifies and communicates to its employees the fairness of an organization offering U.S.-based employees better benefits than those serving internationally.

Your paper should be 3-4 pages in length and conform to [CSU-Global Guide to Writing and APA](#). Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option # 2: Compensation in Russia Paper

You are the director of human resources for your U.S. corporation.

Your company has just opened a subsidiary in Russia. Russia can be a challenging country to operate in, especially in regards to workplace rules and compensation. However, the financial advantages of operating in that country can be tremendous, which is one reason so many organizations are doing so. With that as a background, discuss the following:

- Assess how salaries and benefits are different, for similar positions, between Russia and the United States (you can compare like positions such as a medical doctor, human resource manager, accountant, etc.)
- Based on your analysis, create a compensation philosophy for a multinational enterprise operating in Russia and one operating in its home country.
- Finally, given what you have learned, assess how you would “manage” differently as a human resource professional in Russia than in the United States.

Your paper should be 3-4 pages in length and conform to [CSU-Global Guide to Writing and APA](#). Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Mastery Exercise (10 points)

Module 7

Readings

- Maley, J. F., & Moeller, M. (2014). Global performance management systems: The role of trust as perceived by country managers. *Journal of Business Research*, 67(1), 2803-2810.
- Mircea, M., Ghilic-Micu, B., Stoica, M., & Sinioros, P. (2016). Inter-organizational performance and business process management in collaborative networks. *Economic Computation & Economic Cybernetics Studies & Research*, 50(2), 107-122.
- Nieman, G., & Fouché, K. (2016). Developing a regulatory framework for the financial, management performance and social reporting systems for co-operatives in developing countries: A case study of South Africa. *Acta Commercii*, 16(1), 1-7. doi:10.4102/ac.v16i1.285

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 8

Readings

- Agarwal, S., & Al Qouyatahi, K. M. S. (2018). HRM challenges in the age of globalisation. *International Research Journal of Business Studies*, 10(2), 89-98. Retrieved <http://www.irjbs.com/index.php/jurnalirjbs/article/view/1295>
- Bondarouk, T., & Brewster, C. (2016). Conceptualising the future of HRM and technology research. *The International Journal of Human Resource Management*, 27(21), 2652-2671.

- Marler, J., & Parry, E. (2016). Human resource management, strategic involvement and e-HRM technology. *The International Journal of Human Resource Management*, 27(19), 2233-2253.
- Tahir, M. & Batool, S. (2016). A study of perception and challenges faced by HRM function in Pakistan. *City University Research Journal*, 6(1), 181-190.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project (205 points)

Portfolio Project Option # 1: Decision Makers' Report

For the Portfolio Project, you will select an organization that has yet to enter the global business world. The organization can be one for which you work, one with which you are familiar, or one you locate through research. You will need to have this organization approved by your instructor, when you submit your first Portfolio Project Milestone. If you are not using the company for which you work, it is best to find a publicly traded company, because publicly traded companies are subject to providing information that private companies are not required to provide, which will help you immensely in your research.

Consider the following scenario:

The organization you have chosen has decided that it would like to “go global” in terms of operations. You have been hired as the Human Resource Manager for the new global initiative. No research has been conducted as of yet on this global initiative, so you will be laying all of the groundwork for the decisions that will be involved regarding human resources.

Your Portfolio Project assignment is to create a report that will be used by the organization’s decision makers. Your report should include the following elements, in the order given below:

- **Globalization and Your Organization:** Discuss how globalization has impacted your selected organization. Specifically, explain why it is likely that your selected organization would benefit from entering/expanding into a new market.
- **Organizational Profile:** Provide a detailed profile of your chosen organization to give the necessary background information, so the reader understands the type of company this is, what product or service it sells, how it operates, what its financial position is, etc. (Approximately 1 to 2 pages.)
- **Cultural Differences:** As we have learned throughout this course, cultural differences are one of the major challenges facing international human resource professionals. Provide an in-depth discussion of the various cultural challenges, both domestic and foreign, that HR will encounter. Ensure that you pick a country in which this organization will expand. Then describe how these challenges will be faced and overcome. Make sure to provide specific examples that are relevant to the selected country and organization.
- **Management Strategy:** Finally, based on what you have learned throughout the course, discuss how you would manage employees from a foreign country differently than those in the domestic country. Additionally, explain how technological innovations would allow you to more effectively

manage the workforce. Importantly, you should propose 3 to 4 specific strategies that an international human resource manager should adopt to better manage employees working in a foreign country.

Your paper should be 8-10 pages in length and conform to *CSU-Global Guide to Writing and APA*. Include at least ten scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option # 2: HR Training Presentation

For Option #2 of this portfolio, consider the following scenario:

You are an executive at the Society for Human Resource Management. A large national corporate software company has decided to open a manufacturing facility in China. The organization has conducted preliminary research and realizes they have many issues to managing human resources in the international realm, and they have decided to hire SHRM to put together a training session for their human resource team.

Your assignment is to create a PowerPoint presentation to help educate the firm's human resource professionals on how best to perform their duties as human resource managers in another country. In that capacity, address the following questions in the PowerPoint presentation. Remember to put the discussion in context so that it relates to the manufacturing industry.

- **Globalization and Your Organization:** Discuss how globalization has impacted the manufacturing industry. Specifically, explain why it is likely that a manufacturing-based company would benefit from entering/expanding into a new market.
- **Cultural Differences:** As we have learned throughout this course, cultural differences are one of the major challenges facing international human resource professionals. Provide an in-depth discussion of the various cultural challenges, both domestic and foreign, that HR will encounter. Ensure that you address this question in regard to opening a location in China in the manufacturing industry. Then describe how these challenges will be faced and overcome. Make sure to provide specific examples that are relevant to China and the manufacturing industry.
- **Management Strategy:** Based on what you have learned throughout the course, discuss how you would manage employees from China differently than those in the domestic country (e.g., the United States). Additionally, explain how technological innovations would allow you to more effectively manage the workforce. Importantly, you should propose 3 to 4 specific strategies that an international human resource manager should adopt to better manage employees working in China.
- **Tools:** Finally, select 2 to 3 tools or strategies that you learned about in this class (i.e., compensation, evaluations, etc.) that will assist you in better managing human resources in the international arena. Specifically explain how those tools can allow a human resource professional to better perform their responsibilities.

Your presentation should be 14-18 slides in length and conform to *CSU-Global Guide to Writing and APA*. Include at least 3-4 sentences of speaker's notes per slide. For PowerPoint, these can be in the notes

section. For other presentation programs (Prezi, Google Slides, or similar program), they can be submitted separately. Include at least 10 scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

COURSE POLICIES

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

Course Grading

20% Discussion Participation
0% Opening Exercises
8% Mastery Exercises
37% Critical Thinking Assignments
35% Final Portfolio Project

IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing/repurposing your own work (see CSU-Global Guide to Writing & APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the library and internet resources.

Citing Sources with APA Style

All students are expected to follow the CSU-Global Guide to Writing & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

Disability Services Statement

CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource

Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations.

Netiquette

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom.

If you have concerns about something that has been said, please let your instructor know.