Course Objectives and Description:

In a global marketplace, the success and indeed the survival of an organization depends on how well it manages its workforces. The global organization must effectively manage the home country, the host country and often, the third country nationals in a variety of employment settings. Decisions about the proportions of each type of employees to use, how to recruit, and manage these employees and the nature and the extent of customization are critical issues facing firms today.

This course attempts to shed light on the factors to be considered in making these international human resource management decisions. We will examine various theoretical frameworks of cultural differences to understand employee motivations across the world. The primary emphasis, however, is on developing a practical tool kit of models and techniques that you can apply to problems in IHRM.

The objective of this course is to provide you with an appreciation of the general themes and concerns in IHRM today. Hopefully, this background will help you

1. better understand the implications of global assignments which you may undertake to build your career portfolios.

2. make better decisions about managing an international workforces.
Textbook:

Grading
Class Participation 25%, Written Exam: 50%, Term Paper and Presentation 25%

Weekly Course Overview

Week 1: The Introduction of International Human Resource Management

Week 2: Overview of International Human Resource Management (1)
Lecture: Dowling et al., ch.1.
Case: From StarUSA to StarGlobal

Week 3: Overview of International Human Resource Management (2)
IMD Case: Michael Faye Goes to China; Antonio Scarsi Takes Command

Week 4: Cross Culture Communication
IVEY Case: Intel in China

Week 5: Staffing and Selection (1)
Case: Quality compliance at the Hawthorn Arms
Lecture: Dowling et al., ch.5

Week 6: Staffing and Selection (2)
IVEY Case: Development of a multinational personnel selection system
Week 7: Training and Development (1)

*Lecture*: Dowling et al., ch.6

Week 8: Training and Development (2)

*IVEY Case*: Bristol Compressors

Term Paper proposal Presentation

Week 9: Mid-term Examination

Week 10: Performance Management (1)

*Lecture*: Dowling et al., ch.11


Week 11: Performance Management (2)

*IVEY Case*: Black & Decker-Eastern Hemisphere and the ADP Initiative.

Week 12: Compensation

*Lecture*: Dowling et al., ch.7

*Harvard Case*: In a World of Pay

Week 13: Repatriation

*Lecture*: Dowling et al., ch.8

*IVEY Case*: GTI in Russia

Week 14: Term Paper Presentation (1)

Week 15: Term Paper Presentation (2)

Week 16: Final Written Examination
Description of the class:
I arrange this class by the important topics of IHRM. Our learning activities of each topic will cover one or two weeks. Each topic will deliver through lecture, article and case presentation and discussion. During the article and case discussion, the assigned group will present the content of the case in about 30 to 45 minutes depending on the length of the materials. After that, we will discuss the assigned and your questions.

Concerning about the term paper, I hope that report can be written in the type of case of IHRM issues. Please contact with your interesting company and make interview(s) with them to find out
1. What are their IHRM practices?
2. How they design and implement those IHRM practices?
3. What factors may influence the design and implementation those IHRM practices?
4. What are their specific problems and challenges in implementing IHRM practices?
5. What are your recommendations to tackle with those problems?

Since the scope of IHRM is quite broad, I expect your case will focus on one specific issue, such as recruiting, training, or performance appraisal rather than general IHRM practices. I also will ask you to report your term paper progress to me at Week 8 in 5 minutes.

The format of group-based term paper is about 5,000 words, in one and half line space. The deadline is the 15th week, 2012.

Group Based Activities and Evaluation:
All the article/case presentation is group based. To make sure the good quality of group activities as well as avoid free-riding, each group has to submit an evaluation of group members twice at this semester. The first time is at end of the 8th week, and the second time is at the end of this semester. That evaluation should list the
name of each group member and assessed by three criteria. They are presence in meeting, punctuality in meetings, and well-prepared in meetings. You should also provide the overall score of your team member’s performance. The sample evaluation form is listed below.

<table>
<thead>
<tr>
<th>Name</th>
<th>Absence</th>
<th>Punctuality</th>
<th>Well-Preparation</th>
<th>Overall Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tom</td>
<td>Never</td>
<td>Yes</td>
<td>High</td>
<td>90</td>
</tr>
<tr>
<td>Tiffney</td>
<td>Occasional</td>
<td>No</td>
<td>Medium</td>
<td>85</td>
</tr>
<tr>
<td>Nick</td>
<td>Often</td>
<td>No</td>
<td>Low</td>
<td>80</td>
</tr>
</tbody>
</table>

**Class Materials**

1. **Case:** You can buy those assigned cases via National Cheng Chi University at [http://www.cases.nccu.edu.tw/harvard/tw/00/index.aspx](http://www.cases.nccu.edu.tw/harvard/tw/00/index.aspx) for Harvard and IMD case and [http://www.iveycases.nccu.edu.tw/tw/00/index.aspx](http://www.iveycases.nccu.edu.tw/tw/00/index.aspx) for Ivey Case.

2. **Journal Article:** You can download those articles via full-text database at NCKU library web site.

**Class Management**

In order to improve your knowledge at this subject you have to fulfill the following requirements.

1. **Preparation, Presence, and Participation**
   A. **Preparation:** You can enhance your knowledge effectively only through fully understanding the content of the assigned cases. Preparing the assigned case and other reading material is a necessary condition for class discussion.
   B. You are expected to attend all classes and enjoy the learning with us.
   C. You should be fully involved in the class discussion. I will do my best to make sure every participant has the chance to provide their opinion at least one time at each week.
D. If you cannot join the class, you have to submit a case write-up in at least 1200 words, and return that report to me at the following week.

2. **Seating Map:** Please select your favorite seat. You should always sit at that seat through this semester. Class coordinator will draw that map, print it out, and distribute it to all of us.

3. **Your Bio:** Please write your bio within one A4 size page. It should include your background, interests, personality, and the reason(s) to join this class. This document should submit to class coordinator no later than March 8th.

4. **Class Discussion Rules:**
   
   A. *Listening & talking*
   B. Not just about airtime. Content matters
   
   C. **Hand-up first**
   D. No hand-up before the question is finished
   E. Hand-up all the time will not be called

   F. **Don’t read prepared note**
   G. Don’t go back to earlier remarks (unless they are relevant to the issue of current discussion)

   H. **Don’t repeat or paraphrase.** Don’t just say I agree with other student’s comments

5. **Classroom etiquette:**

   A. **One person talking at one time**
   B. No private conversation
   
   C. Be a good audience
   D. Agree to disagree. You should always respect different opinions.
   E. No personal attack, focusing on issues

**Discipline during the class:**

1. I do not expect you will be late at each lecture. The definition of late is coming to the classroom later than me. If you are late at 3 times, it equals to one time absence of the class.

2. I fully understand you may encounter uncertainties during this semester. If that situation happens, please let me know in advance through email. I’ll regard that is irresponsible if you do not advice me later than the lecture day.
And that behavior will be significantly and negatively related to your final score. I allow you to be absent from the class at most 3 times for any kind of reason. If you miss our class more than 3 times, it might be difficult for you to earn the class credit.

3. Please do not use your electronic equipments, including PC, Notebook, etc. at the classroom to facilitate our class progress.

**Written examination**

1. We have two written exams at this class. Mid term exam occupies 20% of your final score, and 30% for the final exam.

2. If you do not participate in the mid term exam, your final exam will occupy 50% of your final score.

3. There will be no make-up test for the mid-term exam. I however do give you a chance to make up if you miss the final exam. You should let me know if you cannot participate in the final exam no later than the 14th week.