AMBERTON UNIVERSITY
SYLLABUS FOR LECTURE/CLASSROOM COURSE

MGT6220. 21 Managing the Global Workforce
Winter 2027
Location: Frisco

PROFESSOR INFORMATION:

Name: Dr. Di Ann Sanchez
Phone Number: 972-279-6511 ext.163 (Use Amberton ext. #163
Email Address: **DSanchez**@Amberton.edu

COURSE INFORMATION:
MGT6220. 21 Managing the Global Workforce
Level: Graduate
Beginning Date of Session: Saturday, December 5, 2026
Ending Date of Session: Thursday, February 25, 2027
The first class meeting is **December 10, 2027**, in Room **#F1**

All Monday-Thursday lecture classes begin promptly at 6:30 p.m.
All Saturday lecture classes begin promptly at 8:30 a.m.

Winter Holiday Break:
Saturday, December 19, 2026, through Friday, January 1, 2027
(Classes resume on Saturday, January 2, 2027.)

COURSE PREREQUISITES:
None

TEXTBOOK(S) AND REQUIRED MATERIALS:
Title: The Global Challenge: International Human Resources Management

Author: Vladimir Pucik, Paul Evans, Ingmar Bjorkman, and Shad Morris
Publisher: Sage
Year Published: 2016
Edition: 3rd
ISBN: 13: 9780983332497 (paperback), 9781071927601 (ebook)
Price: Available at http://amberton.ecampus.com

Additional required material
Capsiminbox People Management Simulation

Title: Capsiminbox Cultural Awareness
Author: Capsim Management Solutions
Price: **$19.99**

In order to access the CapsimInboxes as a **Student** kindly follow these steps:

1. Please go to www.capsim.com
2. You will see Sign In on the upper right hand side of the screen
3. Please Sign In
4. Your Username = your last name: “Lname.” Inbox (case sensitive)

Amberton University has an agreement with eCampus.com to provide a full-service online bookstore to students. The Amberton University Virtual Bookstore is accessible through the University's website, www.Amberton.edu. There is also a bookstore link in the Student Portal.

The AU Virtual Bookstore provides an easy to use interface, online buyback of books, and same day shipment of most titles with an average delivery time of 2-3 days depending on the student's location. Textbook options include new, used, rental, and electronic media as available.

Since no books are sold on campus, students should plan accordingly and purchase their books in advance of the first day of class, allowing time for shipping. Be certain you are enrolled in the course before purchasing your book(s). All textbook information (Title, Author, ISBN, etc.) is available in course syllabi so students can shop competitively. Most textbooks can be purchased from many different textbook vendors. Some textbooks may only be available on the University's Virtual Bookstore. Students should be careful to obtain the exact resource(s) required for the course.

APA Requirement
APA (American Psychological Association) style is most commonly used to cite sources within the social sciences. This resource, revised according to the 7th edition, offers examples for the general format of APA research papers, in-text citations, endnotes/footnotes, and the reference page. For more information, please consult the Publication Manual of the American Psychological Association, (7th ed.). All coursework at Amberton University will comply with the standards contained in the APA Publication Manual.

COURSE COMPETENCIES:
This course provides students with the skills to manage the global workforce effectively. Students will learn how to conduct human resources in global organizations. The course will examine international human resources management, global business strategies, and contexts for managing the global workforce. A variety of global workforce topics will be discussed, including global competencies, cultural concerns, selection, training, and development, as well as managing attitudes and behaviors globally. The course will also explore the future of global workforce planning and talent management by identifying alignment with strategic goals, future technology, and contextual issues affecting companies.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

1. Evaluating globalization principles, global human resource management, and international strategic human resource management elements.
2. Analyzing factors that influence global multiculturalism and geographical dispersion.
3. Researching the natural culture influences, attitudes and behaviors in joint ventures, acquisitions, collaborative alliances, subsidiaries, and multinational structures and the effects on the global workforce.
4. Differentiating cross-border differences in labor economics, labor supply, employment regulations, employee representation, and long-term graphic trends.
5. Illustrating Hofstede's cultural differences, cultural agility, cultural adaptations, and cultural integration.
6. Distinguishing the four types of staffing strategies, the differences in staffing across countries, and issues associated with implementing global staffing and talent management.
7. Debating the global competencies for the workforce, strategic and international challenges in employee training, and identifying global training and development trends.
8. Developing and designing an effective global mobility program highlighting global assignments, adjustment to foreign cultures, work role factors, expatriation-repatriation cycle, and support practices.
9. Managing the challenges, issues, and decisions for managing the global workforce.
10. Comparing and contrasting the elements of national labor relations systems, the relationship between MNEs (multi-national enterprises), and organized labor worldwide.
11. Summarizing different institutional environments related to various forms of corporate social responsibility.
12. Comparing the various guidelines for ethical decision-making and discussing the elements of a corporate code of conduct globally.
13. Anticipating the emerging issues in global organizations and changes in international business environments.

14. Examining human resource activities and technology in cross-border mergers and acquisitions.
15. Developing and recommending a selection method and training strategy for a particular country using technology.
16. Analyzing the psychological contract across national contexts and institutional contexts.
17. Evaluating convergence, divergence, or equilibrium concepts related to global strategy and its effects on managing the global workforce.
18. Diagnosing factors that influence organizations to develop a global workforce.
19. Comparing and contrasting international joint ventures, mergers and acquisitions, and collaborative alliances as they relate to global workforce staffing, training, compensation, etc.
20. Researching the workforce effects of country of origin, dominance, localization, and re-contextualization processes.
21. Evaluating Global and Cultural effectiveness in organizations and the role of Human Resources.
22. Assessing how International Human Resources can leverage artificial intelligence (AI) to enhance productivity and streamline workflows in the Global business strategies and environment.

ACQUIRED SKILLS:

1. Global Workforce Management Planning
2. Skills Within International Human Resource Management
3. Managing Multicultural Teams
4. Executing Global Business Strategies

COURSE POLICIES:

1. **Guidelines for Written Assignments.** When you submit written work, please prepare it in a word processor using a format/style consistent with professional business practice. All written assignments must use APA standards (see using APA style in the library resources). The following website will provide some examples of proper APA citations (http://www.apastyle.org), but the best source is The Publication Manual of the American Psychological Association (7th edition).

2. **Late Policy for Assignments is as follows:** An assignment submitted after the due date will be assessed a **10% grade deduction for the first 2 days late and 5% each day afterward up to 5 days.** If circumstances arise that preclude meeting this course requirement or assignment deadline, you must notify me immediately.

    a. If an assignment is turned in 5 or more days late, the assignment will be accepted, but NO points will be earned. When submitting an assignment, please include your name, **MGT6220.21**, and the assignment title on the first page of the assignment. When you upload your assignment to Moodle, it must be able to be opened in order for it to be considered on time.

    b. Assignments not submitted correctly will not be graded and will be returned. Resubmitted assignments must still be in by the due date. Due date credit is not given for assignments that are returned ungraded.

    c. All assignments must be submitted by 11:30 pm (CST) on the dates listed to ensure no penalty points will be applied. The student is responsible if a file is submitted that cannot be read and, therefore, cannot be graded. It is acceptable to submit assignments early, however, grading will be according to the stated schedule for the due dates. No work will be accepted after one week past the due dates.

3. **Extra Credit –** There is no extra credit work in this class.

4. **Academic Resources –** When conducting research for an assignment, the majority of your sources should be textbooks or peer-reviewed academic journals, such as those found in the university library databases. Internet searches will often take you to non-academic information resources such as Wikipedia.com, Ask.com, Encarta.msn.com, Infoplease.com, etc. Information gathered from these sites may be unreliable and inaccurate since they do not follow the formal oversight of the peer review

process. Please avoid using these sites. They will not be permitted in this course and will not count toward fulfilling assignments.

5. **Feedback –** Feedback is provided for graded exercises and assignments within 5-6 days of the due date. Moreover, if you need feedback at any time regarding participation assignments, please ask.

6. **Incompletes –** Amberton University policy states that it is up to an instructor's discretion as to whether or not he or she grants an "Incomplete" at the end of the course.

7. **Course Contribution** – You are expected to study and learn, provide on-time completion of assignments, and regularly participate in and supply effective contributions to online discussions and activities. Those who demonstrate consistently high quality and professional performance and who regularly contribute to course activities will earn high grades in this course. As a guideline, you should log in to the course and participate in the discussion at least two (2) times per week. Please plan on meeting the course requirements schedule. On rare occasions, circumstances beyond your control may result in your missing a course commitment. ***Please contact me in advance of the due dates to discuss your situation.***

8. **Plagiarism -** Students agree that by taking this course, all required papers may be subject to submission for textual similarity review to TurnItIn.com for the detection of plagiarism. All submitted papers will be included as source documents in the TurnItIn.com reference database solely for the purpose of detecting plagiarism in such papers. Use of TurnItIn.com service is subject to the Usage Policy posted on the TurnItIn.com site. **The maximum Turnitin report can be at most 20%.**

Student's Responsibilities
This syllabus contains information, policies, and procedures for a specific course. By enrolling, the student agrees to read, understand, and abide by the policies, rules, regulations, and ethical standards of Amberton University as contained in the current university catalog and schedule of classes.

Attendance Policy:
Regular and punctual class attendance and engagement is expected at Amberton University. In case of an absence, it is the student's responsibility to contact the professor as soon as possible. If a student intends on withdrawing from a course, it is the student's responsibility to follow the university's policy on formally withdrawing from a course. **Ceasing to attend classes does not constitute an official withdrawal.**

Attendance in a lecture course is defined as punctual arrival to, and engagement in, a full lecture session. A Student in a lecture course missing more than 20% (two class periods for weekday classes or one class period for Saturday classes) of the class meetings may be assigned a grade of an "F" or withdrawn at the discretion of Amberton University.

Attendance in a distance learning course is defined as active participation in the weekly online class sessions. "Active participation" can be defined as: submitting an academic assignment, taking an exam, engaging in an interactive tutorial, participating in an online discussion forum (or chat session), or initiating (or responding to) a communication with a faculty member about an academic assignment or the subject matter of the course. A student not meeting these requirements may be assigned a grade of an "F" or withdrawn at the discretion of Amberton University.

Plagiarism Policy
Plagiarism is the presentation of someone else's work as though it were your own. If you use another person's words, ideas, or information; or if you use material from an outside source – whether a book, magazine, newspaper, business publication, broadcast, speech, or electronic media – you must acknowledge that source. Plagiarism is a violation of the University's code of student ethical conduct and is one that is taken seriously. Amberton University operates on an honor system; therefore, honesty and integrity are essential characteristics of all who are associated with the institution. All Amberton students are expected to abide by the honor system and maintain academic integrity in all their work. Amberton University and its instructors

monitor student work for plagiarism and reserve the right to submit such work to technology-based plagiarism detection services and applications at any time.

Self-plagiarism means reusing work that you have already published or submitted for a class. It can involve:

- Resubmitting an entire paper
- Copying or paraphrasing passages from your previous work

Self-plagiarism misleads your readers by presenting previous work as completely new and original. Students may not submit the same paper in substance in two or more classes without prior written permission of the instructors involved.

Amberton University students who use Artificial Intelligence (AI) generated content must adhere to the following policies:

Originality: Students must avoid presenting AI generated content as their own original work. It is essential to acknowledge the involvement of AI in the content creation process in order to maintain academic and ethical standards.
Paraphrasing: When using AI generated content, students must rephrase and/or modify the generated text. Paraphrased AI generated content should also be properly cited.
Acknowledgement: When using AI generated content in any assignment, proper credit must be given to the AI system that generated the content. https://apastyle.apa.org/blog/how-to-cite-chatgpt

Students agree that by taking this course, all required assignments may be subject to submission for a textual similarity review to Turnitin.com for the detection of plagiarism and self-plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism in future papers. Use of Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com website.

Turnitin is a writing improvement and plagiarism prevention tool which uses special algorithms, to compare text-based student submissions to the Turnitin database and other online sources. Turnitin produces a detailed **similarity report** that can be customized and viewed by instructors and students.

Turnitin "Draft Coach" is a Google based add-on to Turnitin which supports students in developing high-quality academic writing; and serves as an integrity coach. Draft Coach helps address errors and improve the quality of student's writing by highlighting grammar mistakes, identifying incorrectly cited sources, and scanning for similarity across several databases. By providing formative feedback on how to address citation issues, incorrect grammar, and matches with the Turnitin database, Draft Coach provides explanations to help students become more confident writers, capable of producing higher quality work both in academics and in the workplace.

COURSE DELIVERY METHODOLOGY:
This course is offered as a Lecture/Classroom course. This course requires that students meet at a designated time in the classroom.

COURSE OUTLINE AND CALENDAR:
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Week	Topic	Assignment	Competencies Covered	Due Date
1	The Challenges of International HRM	Chapter 1	1	Sunday, December 5, 2026 Orientation to Class; Text Review Syllabus Review 11:30 PM CST

2	Becoming Locally Responsive, Achieving Global Integration & Structuring Coordination	Chapters 2-4	2-4, 17-20	Sunday, December 12, 2026 Assignment 1 Chapters 1-3 11:30 PM CST
Holiday Break				December 19 – January 1, 2027
3	Social Architecture and Acquiring Global Talent	Chapters 5 & 6	17 - 21	Sunday, January 3, 2027
4	Global Performance Management & Developing Global Leaders	Chapters 7 & 8	9-13	Sunday, January 10, 2027 Assignment 2 – Chapters 4-7 11:30 PM CST
5	Global Mobility & Change in Multinational Organizations	Chapters 9 & 10	17 -20	Sunday, January 17 ,2027 Graduate Research Project Topic Approved by Dr. Di
6	Across Boarders, Mergers Acquisitions, Alliances & Joint Ventures	Chapters 11 - 13	7, 9,13, 15	Sunday, January 24, 2027 Assignment #3– Chapters 8-12 11:30 PM CST
7	Global Human Resources Role	Chapters 14	4-6	Sunday, January 31, 2027
8		Chapters 1-14	1-21	Sunday, February 7, 2027 Assignment #4 Chapters 13-14 11:30 PM CST
9	Graduate Research Project	Chapters 1-14	1-21	**Sunday, February 14, 2027 Graduate Research Project Due**
10	Final Discussions	Chapters 1-14	1-21	Sunday, February 21, 2027 Final Post

GRADUATE RESEARCH PROJECT: The presentation will consist of a professional 25-30 minute analysis. You should use PowerPoint (or other technology) to create the recording and production of the topic, and presentations should be professional and engaging. **You will be expected to develop and design an effective global mobility program highlighting global assignments, adjustment to foreign cultures (discussing Hofstede cultural dimensions), work role factors, expatriation-repatriation cycle, and support practices of a particular country.** During your presentation, you are also expected to follow ***Bloom's Taxonomy Guidelines, including a robust Literature Review.*** **Please review my webcast on the details of your Graduate Research Project.** Your grade will be based on the Critical Thinking Rubric (see study guide). The student learner is expected to do ample research on Managing the Global Workforce and Global Mobility Programs.

ARTICLE REVIEWS: During this session, there will be article reviews as part of the assignments, and each requires a three (3) page-written critique of peer-reviewed journal articles related to the reading for the week. There will be an online discussion component for each review that will require the student to share the research they have reviewed. Detailed instructions for the assignment will be provided in the course. The reviews must follow APA guidelines and written requirements outlined in the syllabus.

DISCUSSION POSTINGS:

Discussion postings are a two-step process. In Step 1 you will be asked to post a response to a discussion question. This may include textbook questions, reviewing video links, conducting internet searches and/or mini cases. I am expecting 250 to 400 words in your responses. In Step 2 you will pick two other students' posting

and give them feedback. Your job is not to "nitpick" his or her post. If you disagree, provide scholarly-based feedback. You should expand upon the posting content in your response. Be specific in your feedback. I am expecting 75-100 words in each of your responses to other student's postings. Responses to other students' postings are due 5 days after the due date for the Step 1 postings.

Grading of discussion postings will be proportioned as follows:

- 60% - your original posting
- 20% - review of one other posting
- 20% - review of one other posting

GRADING CRITERIA:
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Graduate

92 – 100	A
82 – 91	B
72 – 81	C
62 – 71	D
Below 62	F

GRADE NOTIFICATION AND INSTRUCTOR FEEDBACK:
Each assignment/exam submitted will be reviewed, graded, and returned to the student in a timely manner, along with appropriate commentary.

Final grades are processed approximately one week after the last day of the session and may be located in the My Grades section of the online registration portal as well as being emailed to the student's Amberton University email. Amberton University staff will not release grades over the phone. University instructors will not leave a message with comments or grades in any type of media that is not secure.

For questions regarding grades after the semester has ended, students should use their email account and contact the instructor at the faculty email address as provided above in *Professor Information* area.

Incomplete Grades
An "I" (incomplete grade) is given at the discretion of the professor and may be given only when an emergency or illness prevents the student from completing course requirements. Should an "I" be granted, the student has 30 days from the end of the session to complete the conditions of the incomplete. An "I" which is not properly removed within 30 days following the session enrolled will become an "F" grade.

How to Withdraw From a Course
To be official, the class withdrawal must be in writing and signed by the student requesting the withdrawal; no withdrawal is accepted verbally. Please review the "Schedule of Classes" for procedures for class changes or withdrawals and the refund policy and schedule.

COURSE COMMUNICATIONS:

This course is offered as a lecture course. Amberton University provides several technology resources that students may use for course communication and University services.

Amberton University uses Single Sign-On (SSO) as the primary access point for University systems, including Amberton Email (Gmail), CampusWeb, Library resources, financial information, Moodle when used by the instructor, and other University applications.

Access the Amberton SSO Portal

Go to:

https://sso.amberton.edu

Students should bookmark this page. The SSO portal is the main entrance to Amberton University's online systems.

The SSO Login link may also be accessed through the Amberton University website at https://amberton.edu.

Activate Your Account

New students receive an Amberton University welcome email containing an account activation link.

Select the activation link and follow the instructions to activate your Amberton SSO account and configure Two-Factor Authentication (2FA).

Your assigned username and Amberton student email address are included in the welcome email.

Student email addresses use the following format:
username@my.amberton.edu

Sign In to SSO

After your account has been activated, go to:
https://sso.amberton.edu

Enter your Amberton username or assigned Amberton account information and the password you established during account activation.

If you forget your password, select "Forgot Password?" on the SSO login page and follow the instructions provided.

Access Your Amberton Applications

After signing in, the SSO dashboard will display the applications available to your account. These may include:

Amberton Email (Gmail)
CampusWeb
Financial Records
Library resources
Moodle
Other University applications and services

Select the appropriate application from the SSO dashboard.

Email Communication

Each student is assigned an Amberton email address in the following format:
username@my.amberton.edu

Students should access their Amberton email through the University Single Sign-On portal at:
https://sso.amberton.edu

Students are encouraged to check their Amberton email regularly for University notices and course communications.

Students should follow the communication requirements established by the instructor for the individual course.

The Amberton University Moodle Learning Platform

Students enrolled in this course will also use the Moodle Learning Platform.

Students should access Moodle through the Amberton SSO portal:
https://sso.amberton.edu

Sign in to SSO and select Moodle from the dashboard.

Students do not need a separate Moodle username or password when accessing Moodle through SSO. Account activation and password recovery should be completed through the Amberton SSO portal rather than through Moodle.

Moodle Tutorial

A Student Moodle Tutorials course is available within Moodle to assist students with course navigation, communication, assignments, examinations, grades, and other Moodle functions.

Technical Support

If you experience difficulty activating your account, signing into SSO, or accessing an Amberton application, please contact:
support@amberton.edu

INSTRUCTOR/COURSE EVALUATION:
Each session, all Amberton students are requested to evaluate their courses. The evaluation process is an important one and provides students with an anonymous and confidential way to give meaningful feedback to the University. Summary information and comments are provided to faculty after the close of the session. Students' identities are not disclosed.

Students will be notified through the Amberton email system of the Course Evaluation procedures. Usually, the evaluations take place in class during week 9 of the session. Please take advantage of this opportunity and participate in the evaluation process.

RESEARCH RESOURCES:
The Library provides access to full-text, and peer reviewed articles, and digital research tools. Students can search Library holdings through the online catalog and databases search engines available on the Library website or browse the physical library space and holdings located at the Garland campus.

Research items not contained in the Amberton Library collection can be located through interlibrary Loan (ILL) or through the TexShare program with the help of the Library staff. Students with questions about available services, resources, or research, may contact the Library via email at Library@amberton.edu.

RESEARCH ACCESS:
Databases can only be accessed by authorized users, and students at Amberton must enter their Amberton ID credentials-same as Moodle login-to gain access when off-campus. Use an Amberton website, such as the University site (Amberton.edu) or the library site (Library.amberton.edu) to find links to databased and digital books. Online resources are available all day, every day.

Library Live Chat Feature
Library staff are available to assist students with research problems or questions during Library hours through a live online chat feature, telephone, email, "How-to" videos, or in person. The library telephone is (972-279-6511 ext. 185. You can email questions to library@amberton.edu or visit the library in person on the Garland campus for assistance.

Microsoft Office 365 Education:

Amberton University students have access to a license for Office 365 Education, a comprehensive suite of productivity tools. This package includes:
• Microsoft Word for document creation
• Excel for spreadsheets and data analysis
• PowerPoint for presentations
• OneNote for digital note-taking
• Microsoft Teams for collaboration
• Additional classroom tools to enhance your learning experience
To set up your student account and access these resources, please follow the instructions provided in our step-by-step guide: https://amberton.edu/wp-content/uploads/2025/01/Office365_Setup_Students.pdf

Google Workspace for Education:
All students are assigned a Gmail account in Google Workspace for Education.

To set up your student account and access these resources, please follow the instructions provided in our step-by-step guide: https://amberton.edu/wp-content/uploads/2025/01/Google_Drive_Students.pdf

Once logged into your student account, you'll have access to a suite of tools designed to enhance your learning experience:

- Google Docs: Create and edit essays, reports, and other written assignments
- Google Slides: Develop engaging presentations for projects and class discussions
- Google Sheets: Perform data analysis, create charts, and manage calculations
- Google Drive: Store, organize, and easily access all your files in the cloud
- Google Calendar: Schedule study sessions, track assignment deadlines, and manage your academic timetable
- Google Keep: Take and organize quick notes during lectures or study sessions
- Google Meet: Attend virtual classes, participate in group study sessions, or meet with teachers
- Google Classroom: Access course materials, submit assignments, and receive feedback from instructors
- Google Forms: Create surveys for research projects or participate in class quizzes
- Google Sites: Build websites or digital portfolios to showcase your work