

The University of Oklahoma

College of Continuing Education

Advanced Programs – Course Syllabus

Course Title:

International Training and Development

Course Number:

HR 5113-108

Course Description:

The primary purpose of international training is to train, educate and develop cross-culturally sophisticated professionals. It is international in focus. Traditional domestic training is challenging enough--team building, performances, and supervision. Training efforts are compounded by international requirements: global composition of trainees, multinational teams, overriding intensity found in other cultures, new environmental constraints, friction of space, language training, and limited available resources. Yet global-minded leaders are more likely to act appropriate, contribute effectively, and accomplish globally their missions. How do organizations improve performance? Through best practices and basic understandings, they concentrate on methods of international training and coping with international organizations.

International trainers adapt their efforts to local work environments. They analyze organizational change strategically using theories of international organizations. Through their efforts, they educate the workforce on nation-states and influences of these international organizations. Thus International Training and Development equals Training + Changing + Educating (job skills, international links, global mindsets). Why is this so important? Forty percent of international assignments end prematurely. Costs of global operations for families are three times greater than domestic costs. The process is made easier with global training and basic understanding of international organizations. It lessens culture shock so that people's initial responses of high energy and excitement lessen those attitudes of resentment, discouragement, and distress. Deployed individuals adjust quicker as they assimilate host-nation cultures and comprehend international organizations. Enroll and learn about the outcomes of appropriate international training and economic development.

Class Dates, Location and Hours:

Dates: February 3-9, 2014

Location: Washington, D.C. Liaison Office - 2189 Crystal Plaza Arcade, Arlington, VA, 22202.

Hours: Mon-Fri; 6:00 p.m.-9:30 p.m.; Sat 8:00 a.m.-4:30 p.m.; Sun 8:00 a.m.-12:00 p.m.

Last day to enroll or drop without penalty: January 5, 2014

Site Director:

Christopher Della Valle. Assistant: Sasha Ramdeen. 2189 Crystal Plaza Arcade, Arlington, VA, 22202. Phone: 703-418-4800; Fax: 703-418-2730; E-mail: apwashington@ou.edu

Professor Contact Information:

Course Professor: Lawrence M. Hynson III, Ph.D.

Mailing Address: 2210 West Arrowhead Drive
Stillwater, OK 74074

Telephone Number: (405) 612 5515

Fax Number: (405) 372-3878

E-mail Address: lmh@ou.edu

Professor availability: The professor will be available via e-mail to students before and after the class sessions. On-site office hours are half an hour before and after each class session, by appointment.

Textbook(s) and Instructional Materials:

Student materials are available at the OU Follett Bookstore located at 1185 Asp Avenue; Norman, OK. Orders can be placed online at www.oklahoma.bkstr.com. Faxed orders may be placed 24 hours a day at (405)-325-7770. Representatives are available by phone at (405) 325-3511 or (800) 522-0772 (toll-free) or E-mail at 0831mgr@fheg.follett.com from 8 a.m. to 6 p.m. Monday through Thursday; 8 a.m. to 5 p.m. on Friday; and 10 a.m. to 4p.m. on Saturday (CST). Summer hours: 9 a.m. to 5 p.m. Monday through Friday (CST). (Text prices are available online.)

1. Hayton, J., Kuvaas, B., Biron, M., & Christiansen, L. (Eds.) (2011). *Global human resource management casebook*. New York: Routledge. ISBN 9780415893718.
2. Rittberger, V., Zangl, B., & Kruck, A. (2011). *International organizations* (2nd ed.). New York: Palgrave MacMillan. ISBN 9780230291881.
3. Storti, C. (2011). *Culture Matters: The Peace Corps Cross-Cultural Workbook*. (PDF). <http://wws.peacecorps.gov/wws/educators/enrichment/culturematters/index.html>.
4. Coverdell, P. D. (2004) *Uncommon Journeys: Peace Corps Adventures Across cultures* (PDF) <http://wws.peacecorps.gov/wws/publications/journeys/>.

Note: Follett is the Advanced Programs contractual textbook provider. Should text changes become necessary after publication of the course syllabus, Advanced Programs will facilitate text returns/refunds only for texts purchased through Follett.

Course Objectives:

- To demonstrate organizational competence.
- To perceive cultural differences.
- To comprehend international organizations.

These objectives encompass international training and development. Global leaders and trainers affect the following: 1. Train workers locally; 2. Change organizations strategically; and 3. Educate workforce globally: i.e., they train, change, educate (improve job skills, expand organizational links, and develop global mindsets in the process).

Assignments, Grading and Due Dates:

Type; double-space all papers one inch margins w/o plagiarism.

Pre-Seminar Assignment:

Read Storti, C. (2011). *Culture Matters: The Peace Corps Cross-Cultural Workbook* (PDF). Educators <http://wws.peacecorps.gov/wws/educators/enrichment/culturematters/ch1/tocch1.html> and Coverdell, Paul D. (2004) *Uncommon Journeys: Peace Corps Adventures Across cultures* (PDF) <http://wws.peacecorps.gov/wws/publications/journeys/> You are to read the following chapters: Chapter One Understanding Culture, specifically these concepts: iceberg, linking values to behavior, and cultural conditioning. Chapter Three Styles of Communication: specifically these concepts: styles of communication, indirect and direct, clash of styles, nonverbal communication, facial expressions, personal space, and touching. And finally, read Chapter Six adjusting to a new culture, specifically these concepts: adjusting to a new culture, transitions, settling in, four levels of cultural awareness, diagram, coping strategies. Explain, illustrate and apply these to your own development (5-7 pages). Write a creative essay; use these concepts to explain your experiences.

The second reading is from *Uncommon Journeys* which offers 11 essays by returned Peace Corps Volunteers. These give us an insider's view of cultural encounters. These include obstacles, rewards, faux pas, and lessons learned. As you read any two of these (straw fence, time, training ride, soccer, sharing, miracle, music, day of knowledge), recall the types of international training you have had. In

other words relate your career development and cultural training to the texts. Discuss different training programs by relating them to what you read. Where were you? What were the training methodologies?

Write a second creative essay (6-8 pages) and also be prepared to discuss your insights during our meetings. Contrast international training versus domestic training. Are these differences cultural?

<http://www.telegraph.co.uk/global/main.jhtml?xml=/global/2006/08/15/expatmain.xml&sSheet=/global/2006/08/16/home.html>

Note how culture impacts training practices globally; East Asia (China Japan), Southeast Asia (Korea), Middle East & North Africa, Latin America and the Caribbean, or Europe. Culture filters global relations. Sietar <http://www.sietar-europa.org/index.htm> it establishes intercultural relations at organizational levels <http://3d.tallinn.ee/index.html> 18% of the grade.

In Class Seminar Presentation Assignment:

Before the seminar begins be sure and read the book titled: *Global Human Resource Management Casebook*: There are 33 cases. You are to find two cases from any two of these global regions. Do not duplicate regions. Pick each case from a different region: Western Europe; Scandinavia; Central and Eastern Europe; Mediterranean, Middle East, and Africa; Asia and Pacific Rim; and The Americas.

These cases are found in the preface section of *Global Human Resource management Casebook*. (Preface xxiv-xxv). Discuss how regional culture affects international training and global management of those specific organizations. You may use the culture grams. Here is the web site.

<http://online.culturegrams.com/> Go to world edition blue section and logon **sisfaculty** with the password **school**. Countries and regions- <http://online.culturegrams.com/world/index.php>

- Country topics:
 - The People
 - Population
 - Language
 - Religion
 - General Attitudes
 - Personal Appearance
 - Customs and Courtesies:
 - Greetings
 - Gestures
 - Visiting
 - Eating
 - Lifestyle
 - Family
 - Dating and Marriage
 - Diet
 - Recreation
 - The Arts
 - Holidays
 - Commerce
- Regions: Africa, Europe, Asia and Americas

Use these resources as you present your case studies; this is 22 % of the final grade.

Competency Exam:

A comprehensive final (last day) that evaluates understanding and applications of the course.

International Organizations is the focal point of our final exam. Our topic concerns international training and global development issues. Keep that in mind as you answer the questions: Theories page 34:1; History page 69:2; Output 137:2; Security page 171: 1,2,3 ; Economic Relations page 221:2,5; Human Rights page 267:2; World Models page 276:1,2,3 Write and present your answers on the last day that we meet. 35% of the grade

Post-Seminar Assignment:

Read Rittberger, Volker, Zangl Bernhard, & Andreas Kruck (Eds.) (2012), *International Organizations* (2nd ed.) New York: Palgrave MacMillan. Read, and then write an essay on international training and development. Use professional insights

- Defense: <http://www.defenselink.mil/>
- War College: <http://www.ndu.edu/nwc/>
- Business: http://www.informationbuilders.com/about_us/world_wide.html
- International Military Training Security: <http://www.disam.dsca.mil/itm/>
- Academy HRD: <http://www.ahrd.org/>
- American Society for Training and Development <http://www.astd.org/astd>
- Strategic Staffing: http://www.bechetconsulting.com/pages/hr_strategy/8.php
- Society for Human Resource Management: <http://www.shrm.org/>
- Society Industrial and Organization Psychology: <http://www.siop.org/>
- Assoc. Strategic Planning: <http://www.strategyplus.org/whatsnew.shtml>

From these and the text you are to discuss three theories of international organizations. Using these theories, how helpful are such organizations in establishing global training and economic development? Defend your answers with text and specific references (APA format, 14-16 pages for the essay). 25% of the grade

Grading:

This is a letter-graded course: A, B, C, D, or F.

| Assignments | Due Dates | Percent of Grade |
|-------------------------|--|------------------|
| Pre-Seminar Assignments | First class session | 18% |
| In-Class Assignments | During the class sessions | 22% |
| Competency Exam | Last day of the seminar | 35% |
| Post Seminar Assignment | Due three weeks after class – March 2, 2014 | 25% |

Notice: Failure to meet assignment due dates could result in a grade of I (Incomplete) and may adversely impact Tuition Assistance and/or Financial Aid.

POLICIES AND NOTICES

Attendance/Grade Policy

Attendance and participation in interaction, individual assignments, group exercises, simulations, role playing, etc. are valuable aspects of any course because much of the learning comes from discussions in class with other students. It is expected that you attend all classes and be on time except for excused emergencies.

Excused absences are given for professor mandated activities or legally required activities such as emergencies or military assignments. Unavoidable personal emergencies, including (but not limited to) serious illness; delays in getting to class because of accidents, etc.; deaths and funerals, and hazardous road conditions will be excused.

If you are obtaining financial assistance (TA, STAP, FA, VA, Scholarship, etc.) to pay all or part of your tuition cost, you must follow your funding agency/institution's policy regarding "I" (Incomplete) grades unless the timeline is longer than what the University policy allows then you must adhere to the University policy.

Students who receive Financial Aid must resolve/complete any "I" (Incomplete) grades by the end of the term or he/she may be placed on "financial aid probation." If the "I" grade is not resolved/completed by the end of the following term, the student's Financial Aid may be suspended make the student ineligible for further Financial Aid.

Students are responsible for meeting the guidelines of Tuition Assistance and Veterans Assistance. See the education counselor at your local education center for a complete description of your TA or VA requirements.

Academic Honesty

Honesty is a fundamental precept in all academic activities and ... [you] have a special obligation to observe the highest standards of honesty. Academic misconduct in any form is inimical to the purposes and functions of the University and is therefore unacceptable and is rigorously proscribed. Academic misconduct includes:

cheating (using unauthorized materials, information, or study aids in any academic exercise), plagiarism, falsification of records, unauthorized possession of examinations, intimidation, and any and all other actions that may improperly affect the evaluation of a student's academic performance or achievement; assisting others in any such act; or attempting to engage in such acts.

All acts of academic misconduct will be reported and adjudicated as prescribed by the [student code](#) of the University of Oklahoma. All students should review the "Student's Guide to Academic Integrity" found at <http://www.ou.edu/provost/integrity>

Accommodation Statement

The [College of Continuing Education](#) [Advanced Programs] is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your OU Site Director.

Course Policies

Advanced Programs policy is to order books in paperback if available. Courses, dates, and professors are subject to change. Please check with your OU Site Director. Students should retain a copy of any assignments that are mailed to the professor for the course. Advanced Programs does not provide duplicating services or office supplies.

Copyright

Any and all course materials, syllabus, lessons, lectures, etc. are the property of professor teaching the course and the Board of Regents of the University of Oklahoma and are protected under applicable copyright.

For more information about Advanced Programs, visit our website at: <http://www.goou.ou.edu/>

INSTRUCTOR VITA

L. M. Hynson, III

Education

- Post Doctorate Northwestern University Chicago and USC Los Angeles
- Ph.D., Complex Organizations, University of Tennessee, Knoxville
- M.A., Social Psychology, Texas Christian University, Fort Worth
- B.A., Psychology, Clinical/Industrial, Texas Christian University

Current Positions

- Advanced Programs Professor since 1990
- Human Relations Professor, University of Oklahoma, Norman, Oklahoma
- University of Maryland Graduate College of Management

Frequently Taught Advanced Programs Courses

- HR 5143 Human Resource Development
- HR 5113 International Training and Development
- HR 5113 Organizational Behavior in Human Relations
- HR 5110 International Conflict Resolution

Major Areas of Teaching and Research Interest

- Complex, International Organizations
- Human Resource Development
- Inter-culture Communications
- International Training/Development

Representative Publications and Presentations

Fifty-three articles published seven monographs, and six books on East Asia, technology transfer, and organization development. He served on Editorial Boards: *The Journal of Applied Management*, *Journal of Cooperative Education*, and the *Practical Professional Journal*. He consulted in Kenya, England, Germany, South Korea, Japan, Belgium and Holland and evaluated federal programs at Colorado State, Montana State and San Francisco State, Arkansas, Montana, Alabama, and California. In 2005-06 he became a Fulbright Scholar in Southern Thailand. His writings are published with the Fulbright Web USA, Fulbright Web Thailand, and as an article titled "Religious Challenges for SE Asian Leaders." *Journal the Korea Institute* Vol.2, 2006:95-104.

Representative Honors and Awards Received

- Honorable Discharge: Captain US Army Artillery/ Military Intelligence "Vietnam Era"
- Phi Beta Delta International Education Honor Society Excellence in Professionalism
- Outstanding Teacher Awards: Blue Key Society and School of International Studies.
- Advisor: The University Honor Society; African Students, and International Studies.
- Outstanding HRD Award ASTD (American Society for Training and Development)
- Two ASTD offices: Director, International Division and Community Development Division
- Phi Kappa Pi Alumni Distinguished Award for Outstanding Contributions
- Distinguished Military Graduate (Field Artillery) Texas Christian University
- U.S. Fulbright Scholar (US Department of State) Southern Thailand, 2005-06
- Leadership Development Recognition 3rd Bn. 13th Regiment Ft. Sill, 12 February 2007

Major Professional Affiliations

- Military Historical Institute
- U.S. Department of Energy consultant
- American Council of Learned Societies
- Reviewer U.S. Department of Education
- NSF Scholar and Proposal Reviewer
- Consultant American Sociological Association