

**LEHMAN COLLEGE  
OF THE  
CITY UNIVERSITY OF NEW YORK**

**Department of Economics, Accounting and Business Administration**

**Type of Change:** Curriculum change in graduate program.

**From:** The course requirements for the MS in Business degree are as follow:

CORE COURSES REQUIREMENT: 12 credits

MSB 700	Organizational Behavior
MSB 701	Quantitative Analysis for Managers
MSB 702	Economic Analysis for Managers
MSB 703	Computer-Based Information Systems for Managers

MAJOR FIELD REQUIREMENT: 12 credits

Four courses in one of three areas of specialization:

*a. Finance:*

MSB 710	Investment Analysis
MSB 711	Capital Budgeting
MSB 712	Financial Statements Analysis
MSB 713	International Financial Management

*b. Marketing:*

MSB 720	Managing in a Global Environment
MSB 721	Applied Marketing Research
MSB 722	International Marketing Management: Culture, Law, and Politics
MSB 723	Contemporary Issues in Marketing

*c. Human Resources Management:*

MSB 730	Human Resource Management
MSB 731	Employee Training and Development
MSB 732	Managing Group and Interpersonal Dynamics
[MSB 733	Labor Economics]

CAPSTONE SEMINARS: 6 credits

MSB 795	Seminar in Strategic Management
MSB 796	Seminar in Ethical Issues in Management

TOTAL CREDITS REQUIRED FOR DEGREE: 30 credits

**To:**

The course requirements for the MS in Business degree are as follow:

CORE COURSES REQUIREMENT: 12 credits

MSB 700	Organizational Behavior
MSB 701	Quantitative Analysis for Managers
MSB 702	Economic Analysis for Managers
MSB 703	Computer-Based Information Systems for Managers

MAJOR FIELD REQUIREMENT: 12 credits

Four courses in one of three areas of specialization:

*a. Finance:*

MSB 710	Investment Analysis
MSB 711	Capital Budgeting
MSB 712	Financial Statements Analysis
MSB 713	International Financial Management

*b. Marketing:*

MSB 720	Managing in a Global Environment
MSB 721	Applied Marketing Research
MSB 722	International Marketing Management: Culture, Law, and Politics
MSB 723	Contemporary Issues in Marketing

*c. Human Resources Management:*

MSB 730	Human Resource Management
MSB 731	Employee Training and Development
MSB 732	Managing Group and Interpersonal Dynamics
MSB 734	<u>International Human Resource Management</u>

*d. International Business:*

<u>MSB 720</u>	<u>Managing in a Global Environment</u>
<u>MSB 713</u>	<u>International Financial Management</u>
<u>MSB 722</u>	<u>International Marketing Management: Culture, Law, and Politics</u>
<u>MSB 734</u>	<u>International Human Resource Management</u>

CAPSTONE SEMINARS: 6 credits

MSB 795	Seminar in Strategic Management
MSB 796	Seminar in Ethical Issues in Management

TOTAL CREDITS REQUIRED FOR DEGREE: 30 credits

**Rationale for Curriculum Change:** The first change consists of replacing MSB 733: Labor Economics with MSB 734: International Human Resource Management. There is a need for a course under the Human Resource Management specialization that provides an understanding of the problems involving human resource managers in the global marketplace. Due to foreign competition at home and abroad, firms recognize that the management of the most essential input, the human resource, is of critical importance in the determination and implementation of a global corporate strategy. MSB 734: International Human Resource Management provides an understanding of the reasons for going global, and the emergence of international human resource management in this endeavor; strategies for international growth; recruitment-selection-staffing in international settings; compensations-training-development in the international context; and practices in selected countries. MSB 733: Labor Economics does not subscribe to such a practical, empirical approach, which is appropriately espoused by MSB 734: International Human Resource Management.

The second change entails adding a new specialization, International Business, under the MS in Business. The new specialization is intended to equip students with the technical, interpersonal, and conceptual competencies required of the leaders of this expanding business environment. Nowhere in the US is the need for a comprehensive and challenging graduate program in international business felt more acutely than in the New York region. Lehman College provides a tremendous pool of talent to support this concentration, and the proposed program will provide a propitious bridge to bring Lehman's student body into the global business setting

**Effect of Curriculum Offering outside of the Departments:** None.

**Faculty:** There is qualified faculty in Department of Economics, Accounting and Business Administration to teach the course.

**Estimated Enrollment and Frequency:** 20 new enrollees per semester.

**Date of Departmental Approval:** 6 May 2009.

**LEHMAN COLLEGE  
OF THE  
CITY UNIVERSITY OF NEW YORK**

**Department of Economics, Accounting and Business Administration**

**Type of Change:** New graduate course.

**Course Description:** **MSB 734: International Human Resource Management.** *3 hours, 3 credits.* Theoretical and practical perspectives in the planning and implementation of an effective human resource program in a global business setting.

**Rationale, Academic Objectives, and Justification for the Course:**

There is need for a course in the Human Resource Management specialization under the MS in Business that provides an understanding of the role of human resource managers in today's expanding global marketplace. Due to foreign competition at home and abroad, firms recognize that the management of the most essential input, the human resource, is of critical importance in the determination and implementation of a global corporate strategy. MSB 734 provides an understanding of the reasons for going global and the emergence of international human resource management environment; strategies for international growth; recruitment-selection-staffing in different international settings; compensations, training, and organizational development in the international context; and practices and problems concerning human resource management in selected countries.

**Syllabus:**

Upon completion of the course, the student specializing in Human resource Management under the MS in Business program will be able to:

1. To apply the principles of human resource management in the international setting.
2. To recognize the distinctions between domestic and global necessities in the human resource management process.
3. To provide effective leadership to those who support the global business effort.
4. To communicate with and manage more effectively the workforce recruited from other cultures.

**Required Topics:**

- Approaches to International Human Resource Management
- Strategies for Global Growth
- Organizational Structure of Multinational Corporations
- Role of Culture in Organizational Performance
- Recruiting and Selecting Staff for International Assignments

- Training and Development, and Compensation in Global Setting
- Managing Human Resources in the Host Country
- Industrial Relations and Practices in Different Countries (USA vs. European Union, Middle East, Southeast Asia, China and Japan)

**Optional Topics:**

- Special Issues in International Human Resources Management
- Trends and Future Challenges in International Human Resource Management
- Selected Case Studies

**Texts and Resources:**

- Society for Human Resource Management (<http://shrm.org/>)
- International Association for Human Resource Information Management (<http://www.ihrim.org/>)
- Dowling and Welch (2005) International Human Resource Management, Fourth Edition, Thomson-Southwestern
- Mendenhall & Odbou (1991) International Human Resource Management, Boston, MA PWS- Kent Publishing Co.
- C. Speier (2000) Human Resource Review Vol. 10 No. 2
- K. Kamoche (1997) International Journal of Human Resource Management, Vol. 10, No. 2 Vol. 8, No. 3
- D.E. Welch and L.S. Welch (1997) International Journal of Human Resource Management, Vol. 8. No. 4
- Peterson, Sargeant, Napier, Shim (1996) Management International Review Vol. 16, No. 3
- R. Schuler (2001) International Journal of Human Resource Management, Vol. 12, No. 1
- D.E. Welch (1999) Journal of Management Studies, Vol. 31, No. 2
- H. Scullion and K. Starkey, (2001) International Journal of Human Resource Management, Vol. 12, No. 8
- M. Harvey and R.G. Richey (2001) Journal of International Management, Vol. 17
- N.B. Krupp (2002) Compensation and Benefits Management, Vol. 18, Issue 2
- T. Edwards and A. Ferner (2002) Industrial Relations Journal, Vol. 33, No.2

**Effect of Curriculum Offering outside of the Departments:** None.

**Faculty:** There is qualified faculty in Department of Economics, Accounting and Business Administration to teach the course.

**Estimated Enrollment and Frequency:** 20 per semester.

**Date of Departmental Approval:** 6 May 2009

**LEHMAN COLLEGE  
OF THE  
CITY UNIVERSITY OF NEW YORK**

**Department of Economics, Accounting and Business Administration**

1. **Type of Change:** Withdrawal of course.

2. **From:**

MSB 733: Labor Economics. *3 hours, 3 credits.* Problems and issues in labor economics: wages, hours, and working conditions; wage policy; and relation of labor organizations to management decisions and economic changes.

3. **Rationale:**

This course will no longer be offered as an elective course in the MS-Business program. It has been replaced by MSB 734 in the Human Resources Management track.

4. **Effect outside Department:** None

5. **Date of Departmental Approval:** 6 May 2009.