

MasterCourse

# Human Resources and Global Mobility





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### Human Resources & Global Mobility

Organisations are increasingly dependent on other countries for their economic growth and future and are seeing opportunities across the border to withstand the increased competition. Due to this globalisation of economic activity, cross-border labour mobility has increased as well: employees, experts and (top) management are increasingly active on an international level. This has also added an international dimension to the position of the HR manager, which no longer applies to just a national reference framework. In this new habitat, the HR manager needs to take into account the legal, social, financial and cultural frameworks of many more countries and worldwide developments that influence the composition and execution of labour conditions. This has resulted in the creation of a new and challenging expertise: HR Global Mobility (HR GM).

### The importance of the HR GM position for the organisation

The HR position has always been a condition for successful national entrepreneurship. However, as soon as the organisation has to deal with personnel operating internationally, this position becomes a critical factor for the success of company activities. If the HR GM position is not properly secured and employees cannot start work (on time) or are even forced to leave the country prematurely, work activities run the risk of stagnation (or even failure) and investments in the (high) costs that cross-border labour brings with it may be lost. Furthermore, the organisation may have to deal with penalties, compensation, withdrawal of concessions and work permits, company shut-down, reputation damage and resignation of talented employees. The importance of the HR GM position can therefore not be underestimated, even if the organisation has only a small number of internationally operating employees and limited accompanying work activities.

### Education at an academic level

It is increasingly recognised that HR GM is not merely an administrative position, but an essential contribution to the success of the organisation. Therefore, the HR GM official is expected to support the management team from that perspective and not just act as credible Business Partner, but as expert counterpart for external service providers and government authorities as well. For that purpose, the HR GM professional will be required to function at the same level as these stakeholders, meaning at an academic level.



Furthermore, the work field of the HR GM professional consists of such complex fields of knowledge that an academic education is necessary for the intrinsic understanding of those disciplines and the insight in coherence between those disciplines, with the additional complication that not only the accompanying rules are continuously changing, but the context within and outside of the organisation as well, which constantly creates new forms of deployment and types of rewards.

In order to be able to cope with this implementation of the HR GM function, education is required where knowledge and skills indispensable for this role are obtained. Starting in September 2016, the Institute for Taxation and Economics of the Erasmus University Rotterdam will be offering the following course: the MasterCourse HR & Global Mobility. This course has been realised in collaboration with the Expatise Academy.

### What to achieve with this course

With this MasterCourse, you will meet the qualifications for the new generation HR GM professional. You will understand the coherence between the various disciplines of cross-border mobility and you will be capable of providing proactive advice. You will instruct external advisors and follow and check up on their activities. You will understand how jurisdictions relate to each other in an international context and you will possess insight into compliance obligations and non-compliance consequences belonging to the various manifestations of international deployment. You will be able to estimate the effect of changing circumstances and signal risks timely. You will be capable as expert counterpart to act proactively with respect to the correct considerations in the decision-making process regarding cases of international deployment. You will be able to make visible the costs and consequences of this and recommend alternatives. You will be capable of weighing the pros and cons in order to realise the objectives of the company. You will be able to reduce the costs while maintaining quality, realise savings and mitigate compliance risks.

### What does the MasterCourse look like?

The MasterCourse consists of a total of eight lectures, in which the theory will be discussed from a multi-country, cross-disciplinary and holistic approach. Prior to the lectures an online self-study will be provided consisting of e-learning tests, video lessons and memo training. Every online module needs to be completed at the latest prior to the lecture corresponding to the online module.

On the one hand, this teaching method offers an individual course where you prepare intensively in your own time and at your own pace and, on the other hand, training in class that focuses on case studies and discussions with teachers and fellow students. By so doing, students can obtain advanced knowledge on and insight into the domain of international HR in general and the Global Mobility Function in particular in a relatively short amount of time.

The eight lectures and online self-study will start in January 2017. The lectures will take place once every five weeks, in principle on a Tuesday; the months July, August and September are free of college. The lectures start at 9.30am and end at 5.30pm. Preparatory in-depth study materials will be put at your disposal before the lectures. The months November-December-January are reserved for writing a paper. The defence thereof will take place in February 2018.

Attendance is mandatory.

The MasterCourse will be completed with an exam consisting of writing and defending a paper. The complete course will take 1 year and 3 months and will consist of the following modules:

### PROGRAMME MASTERCOURSE HUMAN RESOURCES AND GLOBAL MOBILITY 2017-2018

DATE - TUESDAY	MODULE
10 January 2017	<b>Module 1: International HRM &amp; the Global Mobility Function</b>
	Opening
	Demonstration Learning Environment
	Course objective: Insight into the dynamics of cross-border activities and internationalisation strategies, developments in the role that Human Resource Management fulfils within that framework, the positioning of the HR GM function within a centralized versus decentralized organisation and the changing role of the Global Mobility Function. Understanding trends and being able to classify international assignments according to the drivers, assignment types, compensation and policy approaches, roles and responsibilities, compliance and enforcement of compliance requirements. Understanding the role and function of third-party providers. Being able to design the international assignment business case, manage stakeholders' expectations and integrate the assignment in succession planning.
14 February 2017	<b>Module 2: International Employment Law</b>
	Course objective general: Knowing what Labour Law entails and understanding how national systems/ jurisdictions relate to each other in an international context. Knowing the systematics regarding the determination of which Labour Law jurisdiction applies and knowing the risks and consequences for the application and execution of the labour conditions if it appears that another jurisdiction needs to be applied. Knowing which assignment constructions exist in practice and to which situations they can be applied.
	Course objective Focus on the world: Insight into similarities and differences between jurisdictions of the focus countries (a selection of countries based on the preference of the participants) and understanding of the consequences relating to deployment in those countries.
21 March 2017	<b>Module 3: Labour Migration Law</b>

	Course objective general: Insight into actual and expected migration flows, global trends and impediments in the field of labour migration in general and compliance requirements in particular. Insight into challenges with accompanying family members (such as same-sex couples, adopted children, children of divorced parents, accompanying children coming of age, work permit for accompanying partner). Insight into pitfalls and risks and knowledge of the consequences of non-compliance. Insight into coherence between Labour Law and Labour Migration Law.
	Course objective Focus on the world: Knowing how EU legislation influences labour migration in focus countries (a selection of countries based on the preference of the participants) and the various profiles that can be distinguished. Insight into the most important compliance obligations with accompanying pitfalls and risks and knowledge of the consequences of non-compliance.
<b>18 April 2017</b>	<b>Module 4: Fiscal aspects of international employment</b>
	Course objective general: Understanding the concept of Fiscal Residence, Employer, Permanent Establishment, Tax Equalization, Tax Protection, Cost Allocation. Understanding how national jurisdictions relate to each other in a cross-border deployment situation. Knowing the systematics regarding avoidance of double taxation and the accompanying obligations for the employer. Understanding how Tax Treaties work. Insight into the coherence between Labour Law, Immigration Law and Tax Law.
	Course objective Focus on the world: Insight into similarities and differences between the Tax Treaties of focus countries (a selection of countries based on the preference of the participants). Understanding of the consequences of deployment in those countries with accompanying pitfalls and risk, as well as knowledge of the consequences of non-compliance.
	Course objective Capita Selecta: Insight into cost reimbursement in various countries and the concept of taxable cross border income components, tax equalization and tax protection.
<b>23 May 2017</b>	<b>Module 5: International social security</b>
	Course objective general: Knowing what social security encompasses and understanding how national jurisdictions relate to each other in an international context. Knowing which rules to apply when dealing with cross-border deployment within the EU/EEA/Switzerland area. Knowing which rules to apply when dealing with cross-border deployment between Treaty countries. Insight into the consequences of mobility between third party countries.
	Course objective Focus on the world: Insight into similarities and differences between systems of focus countries (a selection of countries based on the preference of the participants) and understanding the consequences for deployment in those countries and accompanying pitfalls and risks, as well as knowledge of the consequences of non-compliance.
	Course objective Interdisciplinary approach: Insight into the coherence between Labour Law, Immigration Law, Tax Law and Social Security.
<b>27 June 2017</b>	<b>Module 6: The Expatriate Psychological Contract &amp; Intercultural competences</b>
	Course objective Expatriate Psychological Contract: Knowing what is meant by Psychological Contract in general and the Expatriate Psychological Contract in particular. Insight into the impact of perceived Psychological Contract Breach on the performance and engagement of expatriates, whether they are old or young, male or female.
	Course objective Intercultural competences: Knowing what culture entails, how cultural differences manifest themselves, why it is important to deal with cultural differences and the characteristics and skills required for this.
<b>3 October 2017</b>	<b>Module 7: Strategic Global Mobility</b>

	Course objective Contract Management: Being able to identify the GM internal and external stakeholders. Understand the dynamics in the relation between the Global Mobility function and these stakeholders and being able to manage their expectations. Understand the importance of networking and collaboration with external service providers. Being capable of formulating the need for the service in question and efficiently managing.
	Course objective Strategic Global Mobility: Understanding the changes in the GM environment and its impact on the GM function. How to identify opportunities, manage the implications and benefit from them. Being able to identify enablers and barriers. Being able to build the strategic Global Mobility business case.
<b>7 November 2017</b>	<b>Module 8: Return on investment</b>
	Course objective: Being able to make the costs of an international assignment visible, build a business case and give a substantiated presentation of non-compliance risks, cost calculation, cost allocation proposal as well as being able to defend an alternative solution before the stakeholders. Being able to explain the policy and defend it before the assignee.
<b>January 2018</b>	<b>Writing a paper/Examination &amp; presentation of certificates</b>
	The course will be completed with a paper that needs to be defended before an exam committee consisting of prominent experts from the domain.
January 12, 2018	Concept paper is ready
January 26, 2018	Final paper is ready
February 6, 2018	Defence/presentation of the paper
March 6, 2018	Certificates

## Examination & presentation of certificates

The course will be completed with a paper that needs to be defended before an exam committee consisting of prominent experts from the domain.

## Who are the teachers

The course will be taught by prominent experts from academia, multinational companies, government agencies and renowned consultancy firms. An overview can be found in the detailed curriculum.

## The target audience of the course

Erasmus University Rotterdam is offering an academic level course. Therefore, the minimum admission requirements have been determined at a completed prior higher vocational training, academic level and relevant work experience. If you do not possess the required knowledge and/or experience, you can first participate in the preparatory course HR Global Mobility offered by the Expatise Academy. Please contact Expatise Academy via [academy@expatise.nl](mailto:academy@expatise.nl).

Participants who successfully complete the course will receive a MasterCourse Certificate from the Institute for Taxation and Economics at the Erasmus University Rotterdam.





Additionally, the Expatise certification HR Global Mobility Advisor (Expatise certified HR GMA) will take place by the Expatise Academy Foundation, a non-profit interest organisation for Global Mobility and Reward Professionals and networking platform for international employers and employees, education institutes, government organisations and consultancy firms.

## Language

The course will be given in English.

## What is the price of the course

The costs of the MC HR & Global Mobility amount to € 4.950 (all-in) per person. No VAT is due. Registration via the registration form on our website [www.feibv.nl](http://www.feibv.nl)

## Start of the course: January 2017

Location Erasmus University, campus Woudestein  
Burgemeester Oudlaan 50  
3062 PA Rotterdam

### General information:

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The general terms and conditions of FEI BV can be found on our website. Once you register, you will receive the general terms and conditions. The exam regulations can also be found on the FEI BV website [www.feibv.nl](http://www.feibv.nl)

The course has been established in collaboration with



**The Expatise Academy**

for education and research on international mobility