

**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**  
**Elective Module - BS 3207**  
**September – December 2019**  
**12-13.50 Thursdays**  
**11- 12.50 Mondays**

**EDUCATIONAL AIMS**

The course builds on prior knowledge of HRM and presents thorough understanding of the essential elements of international HRM. It covers HRM systems and practices from a range of countries as well as reviews HRM strategies and practices of multinational organisations. It also analyses people management developments within comparative perspectives and demonstrates how national culture and institutional context affect HRM on individual, group and company perspectives.

**STRUCTURE**

The course integrates theoretical and empirical material in order to provide a comprehensive view of the subject. Each session will start with lecture/overview (50 minutes). After a break the second participative part will follow based on case studies class discussions and group presentations. During the course 3 case studies are scheduled. Electronic copies of your case studies will be available from Moodle.

**GROUP COURSEWORK PROJECT**

Your class will be divided into groups of 4. You will work in these groups on two presentations and final written report on 'Comparative HRM Systems'.

**1st Presentation: 'NATIONAL COMPANY'.**

You will have to choose one company from a specific country and present its HRM strategy and practices. For example, you can choose IKEA as representing Sweden and the Swedish approach to HRM or Coca Cola as representing an American approach to HRM management and its specific practices. Your analysis should include the following in relation to HRM:

- Brief descriptions of its HR practices, policies and strategies
- Identification of the approaches with particular reference to the influence of institutional framework and cultural values of chosen country
- Identification of the approaches with particular reference to technology and globalisation effects

Each group will have 10 minutes to make their presentations. The analysis of the chosen company will become a significant part of your wider comparison with another company presented in the final coursework project 'Comparative HRM systems'.

## **2nd Presentation and Written Report: 'TWO COMPANIES: COMPARATIVE ANALYSIS'**

Imagine you are HRM professionals working for an international organisation. To become key players in the organisation you must understand the business environment of the countries in which this company operates. Key areas of your knowledge include understanding of various institutional regulations and cultural values which impact on specific HR practices and policies. This assignment will help you to prepare such expertise and make recommendations on how HR practices and policies need to be localised.

Your first presentation on 'National company' will become an essential part of this comparison since now you will be asked to compare your company with another one representing different country. Your comparison should compare HRM practices and policies (i.e. employee resourcing, employee development, employee rewards and employee relations) in the context of institutional and cultural values particular to two specific companies and countries.

For example: groups can chose to analyse two multinationals (MNCs) i.e. UK MNC (i.e. British Petroleum) vs. Taiwan MNC (i.e. Acer), North American MNC (i.e. General Electric) vs. Germanic MNC (i.e. Siemens) or any other combination of domestic companies specific for particular two countries depending on preferences and available research/literature. You can choose companies from the same or different sectors but they must be from two different countries.

Your comparison should include the following in relation to the practices, policies and strategies of the companies:

- Brief descriptions of HR practices, policies and strategies
- Identification of the similarities and differences between the companies' HRM approaches
- Explanation of the differences, with particular reference to the influence of institutional framework and cultural values of chosen countries
- Practical recommendations for company/ HR department/ employees that plan to work in your chosen companies and countries. For example what will you advise to HR department of French company planning to open the branch in Sweden (if you have chosen to compare French with Swedish company), or to a Dubai national applying to work in a Japanese bank (if your comparison is between Arabic and Japanese banks?)

### **Criteria used for assessment:**

Your work must be analytical and demonstrate: well researched data; sound reasoning; appropriate application of HRM theories; convincing use of evidence and argument in reaching conclusions; and appropriate referencing throughout.

### **Allocation of marks:**

- Analysis and synthesis of similarities and differences 20%
- Interpretation of findings within institutional context 20%
- Interpretation of findings within cultural context 20%
- Recommendations on organisational and individual 20%
- Presentation and referencing 20%

You should use a variety of secondary sources to collect data on your chosen regions/countries, i.e. library, electronic databases, press, academic and practitioners journals and books. Specific IHRM journals are identified below:

### **Practitioner journals:**

Harvard Business Review

People Management – the official magazine of the CIPD

Personnel Today

### **Academic journals:**

International Journal of Human Resource Management (*IJHRM*) (UK)

Human Resource Management Journal (*HRMJ*) (UK)

Human Resource Management (HRM) (US)

Academy of Management Executive (AME) (USA)

Industrial Relations (*IR*) (USA)

During presentations clarity & quality of arguments will be assessed. They should last 10 minutes. In the written report, overall lay out and structure will also be important, as will referencing within the text, richness of sources, etc. Written projects have to be submitted on **9 Dec 2019** on Moodle and should normally be in the region of **2000** words. An electronic copy of both presentations should be submitted in the appendix of the final group report!

## **ASSESSMENT**

The course grade is determined by:

1. Class presentation on 'National Company' (10%)
2. Group Project 'Comparative HRM systems': presentation (10%) and written report (20%)
3. Examination (60%)

## TIMETABLE 2019

Week 2, 30 Sep Monday session 1 11-1 B104	<b>Introduction to IHRM and Overview</b> Overview of the course. Domestic versus IHRM: Main definitions and concepts. Main theoretical developments in IHRM: best fit and best practice. Convergence versus Divergence theory Institutional versus cultural perspectives.
Week 3, 10 Oct Thursday session 2 12-13.50 C308 Tait	<b>HRM in Multinationals (MNCs)</b> Main theories and models: ethnocentric, polycentric and geocentric approaches. HRM in joint ventures and mergers & acquisitions. MNCs strategies. Localisation versus globalisation dilemma  <b>Case - PEOPLE MANAGEMENT FIASCO IN HONDA MOTORCYCLES AND SCOOTERS INDIA (2007)</b> Saini, D. Asia Case Research Centre, The University of Hong Kong D. LTD, Ref. 407-065-1
Week 4, Thursday 17 Oct session 3	<b>HRM in Multinationals (MNCs)</b> <b>Global Workforce: Management of Expatriates</b> Parent Country Nationals, Host Country Nationals, Third Country Nationals. Recruitment, staffing and selection procedures. Training. Performance Appraisal. Compensation systems. International careers.  <b>Case: SOPHIE IN THE LAND OF THE MULLAHS: FROM CLICHES TO THE REALITY OF EXPATRIATION (2013)</b> Ludovic Cailluet & Audrey Rouzies; IAE Toulouse; Reference no. 413-048-1
Week 5, 21 Oct Monday Session 4 Monday 11- 12.50 B104	<b>Cross-cultural Contact: Individual and Group Perspective</b> Cultural values surveys. Cross-cultural contact and acculturation theory. Cultural intelligence. Cross-cultural skills. Group perspective – heterogeneous versus homogeneous groups  <b>Case - Shield: Product development in a distributed team (2005)</b> Metiu, A. & L. Selhat; INSEAD, Ref. 405-028-1.
Week 6	Rescheduled to week 8
Week 7 7 Nov Session 5	<b>Anglo-Saxon Model</b> Group Presentations: 'National Company'
Week 8, 11 Nov Monday session 6	<b>European Model</b> Group Presentations: 'National Company'
Week 8 14 Nov Session 8	<b>Asian Model</b> Group Presentations: 'National Company'
Week 9 21 Nov session 9	<b>Post-Colonial Model</b> Group Presentations: 'National Company'
Week 10 28 Nov <b>Session 10</b>	Group Presentations: <b>TWO COMPANIES - COMPARATIVE ANALYSIS</b>

Week 11 5 Dec <b>Session 10</b>	Group Presentations: <b>TWO COMPANIES - COMPARATIVE ANALYSIS</b> <b>REVISION</b>
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## READINGS

### Textbook:

**Daniel Wintersberger (2017) International Human Resource Management: A Case Study Approach, Kogan Page limited. (electronic version available from Moodle/ Cass library)**

### Session 1, Introduction to IHRM and Overview

Chapter - 01: Introduction and Background to International HRM [Daniel Wintersberger];

Chapter - 05: The Institutional Context of International HRM [Daniel Wintersberger];

Chapter - 06: Global Labour Governance and Core Labour Standards [Christina Niforou];

Chapter - 13: Conclusions: Change or Continuance in National Systems of HRM?;

### Session 2, HRM in Multinationals (MNCs)

**Case: PEOPLE MANAGEMENT FIASCO IN HONDA MOTORCYCLES AND SCOOTERS INDIA (2007) Saini, D. Asia Case Research Centre, The University of Hong Kong D. LTD, Ref. 407-065-1**

Chapter - 09: International Reward [Daniel Wintersberger];

Chapter - 10: International Training and Workforce Skills [Daniel Wintersberger];

Chapter - 11: International Employee Relations [Geraint Harvey];

Chapter - 12: Work Organization and Job Design across National Contexts [Daniel Wintersberger and Jorge Muniz Jr];

### Session 3, Global Workforce: Management of Expatriates

**Case: SOPHIE IN THE LAND OF THE MULLAHS: FROM CLICHES TO THE REALITY OF EXPATRIATION (2013) Ludovic Cailluet & Audrey Rouzies; IAE Toulouse; Reference no. 413-048-1**

Chapter - 07: International Recruitment, Selection and Talent Management [Peter Foss];

Chapter - 08: International Staffing in Multinational Companies [James Baba Abugre];

**Session 4, Cross-cultural Contact: Individual and Group Perspective**

**Case: TEAM CONFLICT: THE 'CHATTY' ACCUSATION AT THE CUSTOMER SUPPORT CALL CENTER (2013) Kristin Behfar, Martin N. Davidson & Gerry Yemen; Darden Business Publishing; Reference no. UVA-OB-1046**

Chapter - 02: The Cultural Context of International HRM [Daniel Wintersberger];

Chapter - 04: Cross-Cultural Communication [James Baba Abugre]

Chapter - 03: Leadership Across Cultural Contexts [Avis Tam];

**Session 5, Comparative HRM: Anglo-Saxon Model**

**Session 6, Comparative HRM: European Model**

**Session 7, Comparative HRM: Asian Model**

**Session 8, Comparative HRM: Post-Colonial Model**