"International Human Resource Management"
Summer 2014

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Content
This course introduces students to the field of international human resource management. The goal is to discuss the most important issues that decision-makers operating in today’s globalized business setting must consider when managing human resource management (HRM) in different national settings. In a first step, we will gain a general understanding of the context and practices in international HRM. To reach that goal, we will start from different perspectives on international HRM to survey the major topics of the field such as international assignments, the transfer of practices, work design and rewards in international context, and global employment relations. Against that background, selected contemporary issues in international HRM are covered: work-life management in multinational corporations, HRM in Sub-Saharan Africa and Eastern Asia, and the dark side of international HRM (issues such as sweatshops or social dumping). The course materials consist of readings, movies and case studies. The texts and ideas are from various disciplines, including management & economics, comparative sociology, and business ethics.

Organization and Assessment
The lecture is delivered as compact course between the 04th and the 26th of June. The students are expected to read the mandatory texts before class. After having registered for the course, students will be assigned to groups of 4-6 students. This will happen during the kick-off session to be held on May 05, 2014 in Room 5. Attendance to the kick-off session is therefore mandatory. Students absent during that session may lost their place and be replaced by students registered on the chair’s “waiting list” who agree to comply with the seminar rules.

Each group will prepare and deliver an in class presentation on one of the topics covered (20 minutes). Depending on the topic, students are expected to use movie scenes to reflect their ideas. The presenting groups should submit an outline of their presentation by the latest three days before the presentation. The students are expected to read the outlines before class. The presentation in class can be based on a powerpoint presentation of not more than 08 slides (plus title slide and references). Please bring the presentation slides on a USB memory stick to class on the day you are asked to present.

Seven days after the presentation, students are expected to hand in an essay of 4 to 5 pages covering the aspects discussed during the presentation. Final assessment will be based on the group presentation and essay (50%) and on the exam results (50%).
Schedule and readings

Note that the texts for each topic are mandatory and therefore relevant for the exam. However, the students presenting on a particular topic are to consider the mandatory readings only as a starting point for further literature search.

(Subject to slight changes)

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Topics</th>
<th>Mandatory readings</th>
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</thead>
<tbody>
<tr>
<td>Mo, 05/05</td>
<td>tba</td>
<td>Kick-off meeting (mandatory attendance!)</td>
<td>Course syllabus</td>
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**PART I: Context & Practices in IHRM**

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<tr>
<th>Date</th>
<th>Time</th>
<th>Topics</th>
<th>Mandatory readings</th>
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<tbody>
<tr>
<td>We, 04/06</td>
<td>14:15-15:45</td>
<td>Introduction, strategic HRM, international HRM</td>
<td>Pinnington (2011)</td>
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<td></td>
<td>16:00-17:30</td>
<td>Culture in international HRM</td>
<td>Romani (2011)</td>
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<tr>
<td>Th, 05/06</td>
<td>14:15-15:45</td>
<td>Institutions in international HRM</td>
<td>Crawley, Swales, &amp; Walsh (2013)</td>
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<tr>
<td>Fr, 07/06</td>
<td>14:15-15:45</td>
<td>Regulation and change in global employment relations + presentation 1</td>
<td>Lucio &amp; MacKenzie (2011)</td>
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<tr>
<td>We, 11/06</td>
<td>14:15-15:45</td>
<td>The transfer of employment practices across borders + presentation 2</td>
<td>Edwards (2011)</td>
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<td></td>
<td>16:00-17:30</td>
<td>High performance work systems: International evidence + presentation 3</td>
<td>Heffernan et al. (2011)</td>
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<tr>
<td>Th, 12/06</td>
<td>14:15-15:45</td>
<td>Rewards in the international context + presentation 4</td>
<td>Burnett &amp; Von Glinow (2011)</td>
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<tr>
<td>Fr, 13/06</td>
<td>14:15-15:45</td>
<td>International assignments + presentation 5</td>
<td>Reiche &amp; Harzing (2011)</td>
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**PART II: Contemporary issues in IHRM**

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<th>Date</th>
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<th>Topics</th>
<th>Mandatory readings</th>
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<tbody>
<tr>
<td>We, 18/06</td>
<td>14:15-15:45</td>
<td>Global work-life management + presentation 6</td>
<td>De Cieri &amp; Bardoel (2011)</td>
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<tr>
<td></td>
<td>16:00-17:30</td>
<td>HRM in the Chinese context + presentation 7</td>
<td>Zhu, Rowley, &amp; Warner (2011)</td>
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<tr>
<td>Fr, 20/06</td>
<td>14:15-15:45</td>
<td>Managing human resources in Sub-Saharan Africa + presentation 9</td>
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<tr>
<td>We, 25/06</td>
<td>14:15-15:45</td>
<td>Social responsibility and sustainability in HRM + presentation 10</td>
<td>Cooke (2011)</td>
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<td></td>
<td>16:00-17:30</td>
<td>Course review, general feedback</td>
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<tr>
<td>Th, 26/06</td>
<td>14:15-15:45</td>
<td>In-class exam preparation</td>
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**EXAM:** Mo, 30/06, 12:30-14:30
On the presentations

Read the mandatory texts. Watch the movie, if a movie is assigned to your topic. Clarify the question you would like to address in your presentation. It can be similar to the questions mentioned as examples. It may also focus on some other aspect of the overall topic, perhaps certain countries or companies you’re interested in. To clarify your question and then help to answer it, you should then look for additional material, in particular scientific literature (journal articles, books) and cross-country data. Moreover, if a movie is assigned to your topic, you are expected to illustrate theories and concepts by showing some scenes in class during your presentation.

1. Regulation and change in global employment relations
Movie: Human Resources (Dir.: Laurent Cantet, 1999)
Example questions: What are the main characteristics of employment relations in France? How does the level of labor disputes (strikes and lockouts) differ between countries? What are the main ideas behind the regulation vs. de-regulation debate?

2. The transfer of employment practices across borders
Movie: Gung Ho (Dir.: Ron Howard, 1986)
Example questions: When do multinational companies transfer employment practices? What are advantages and disadvantages of a transfer of practices? Does the transfer of employment practices lead to a worldwide convergence of national institutional settings?

3. High performance work systems: International evidence
Movie: work hard - play hard (Dir.: Carmen Losmann, 2011)
Example questions: What do companies expect by implementing high performance work systems? Are there any relations between high performance work systems and the quality of work life? Do high performance work systems have an impact on the work-life balance of employees?

4. Rewards in the international context
Look up 2 to 3 Austrian start-ups (not older than five years) and analyze their internationalization with respect to HRM and reward systems. What does international HRM mean for the reward systems of born global firms?

5. International assignments
Case study: Richard Debenham in Vienna: Between Velvet Divorce and the Sydney Olympics (the case is to be found in Reiche & Harzing, 2011).

6. Global work-life management
Movie: Up in the air (Dir.: Jason Reitman, 2009)
Example questions: What’s your definition of work-life balance? Are differences in levels of satisfaction with the work-life balance to be explained by individual, organizational or societal factors? What are the challenges of global work-life management?
7. **HRM in the Chinese context**

Case study: Establishing an "ECL" Culture in China: Organizational Difference or National Difference? (HBS case number: HKU155-PDF-ENG).

8. **Managing human resources in Sub-Saharan Africa I**

Look up 2 to 3 Austrian companies with operations in Sub-Saharan Africa. What is their rationale for operating there? Identify their major HRM-related challenges while operating in Sub-Saharan Africa.

9. **Managing human resources in Sub-Saharan Africa II**

Case study: AES in Nigeria (HBS case number: IB29-PDF-ENG).

10. **Social responsibility and sustainability in HRM**

Case study: Foxconn Technology Group (HBS case number: 112002-PDF-ENG).

**References**


