

Management in International Firms

MCS-M-165

**Faculty of Business, Computing and
Information Management**

2007 / 2008

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1. Unit Details

Unit Title:	Management in International Firms
Unit Level:	M
Unit Reference Number:	MCS-M-165
Credit Value:	1
Student Study Hours:	150
Contact Hours:	45
Private Study Hours:	105
Pre-requisite Learning (If applicable):	None
Co-requisite Units (If applicable):	None
Course(s):	MSc International Business
Year and Semester	2007 / 2008: Semester One
Unit Coordinator:	Colin Knapp
UC Contact Details (Tel, Email, Room)	Ext 7769: knappc@lsbu.ac.uk : Room, London Road 253
Teaching Team & Contact Details (If applicable):	Dr Dieu Hack-Polay: Ext 8256: hackpod2@lsbu.ac.uk: Room, London Road 55
Subject Area:	HR & Management
Summary of Assessment Method:	One Essay Assignment – 30 % Weighting One 3 Hour Exam – 70 % Weighting

2. Short Description

This unit brings together knowledge, understanding, different interpretations and critical analysis of the contexts and issues relating to management in international firms. Students will be given the opportunity to utilise their critical thinking by taking part in seminar activity and by successfully completing the essay and the examination.

3. Aims of the Unit

To provide students with a knowledge and critical understanding of:

- International trends and developments of International Management with specific reference to the firm;
- International trends and developments of HRM with specific reference to the firm;
- Management & HRM within international firms;

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- Inter & cross cultural management
- Comparative approaches to management and HRM.

To enable students to critically understand the concepts and theories, recent developments in international management will be examined and analysed.

4. [Learning Outcomes](#)

4.1 KNOWLEDGE AND UNDERSTANDING

On completion of the unit, graded assignment and examination questions students will have a critical understanding of:

- International management and HRM concepts and theories;
- International management and HRM trends and developments;
- Comparative management and HRM practices;

4.2 INTELLECTUAL SKILLS

On completion of the unit, graded assignments and examination questions students will be able to:

- Critically apply the concepts and theories examined to practical international management and HRM problems;
- Critically evaluate international management and HRM trends and developments;
- Demonstrate a critical knowledge and awareness of varying international perspectives and practices of management and HRM.

4.3 PRACTICAL SKILLS

On completion of the unit students will be able to:

- Demonstrate autonomy in planning and managing resources and processes, an awareness of a critical dimension in the production of a 2500 word essay assignment;
- Analyse and solve problems in the context of class answers in addition to the graded assignment and examination questions;
- Study based on independently learning by reading in preparation for seminars and for the graded assignment and examination questions.

4.4 TRANSFERABLE SKILLS

On completion of this unit students will be able to:

- Participate within seminar groups, demonstrating appropriate skills such as self-appraisal, reflection on practice, planning and management of learning, problem solving, interactive and group skills, communication and presentation.
- Demonstrate communication skills via class discussion, short group presentations based on selected seminar handouts and assignments;
- Demonstrate IT skills by accessing electronic databases and journals in researching for seminar presentations, graded assignment and examination preparation;
- Exercise interpersonal skills developed during cross cultural group work and seminar discussions.

5.0 [Assessment of the Unit](#)

One essay assignment of no less than 2500 and no more than 3,000 words.

Completion Date: **Thursday, 13 December 2007**

One three hour examination - answering 3 questions out of 6.

Weighting 30% assignment and 70% examination

Coursework Assignment

Students must choose one of the following essay titles. In completing this assignment students should be able to demonstrate

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independent study, learning and critical understanding of the subject matter. (See, Section 4.0, Learning Outcomes).

- 1. Critically discuss the reasons why some companies pursue different human resource strategies in different countries and others attempt to follow more global strategies.**
- 2. To what extent is it possible to identify a distinctly American (USA) approach to the managing of human resources?**
- 3. Critically evaluate the assumption that the increasing formulation of rules on employment that is being provided by the European Union will lead to convergence towards a European model.**
- 4. Challenges such as the economic recession (1997) and global competition have built up the pressure on Japanese and South Korean organisations to modify HRM strategies and practices. Critically evaluate the degree of changes in EITHER Japan OR South Korea.**
- 5. Critically discuss the cultural and people issues HR managers should focus on to ensure the success of an international merger / acquisition or international joint venture.**
- 6. With the growth on modern communication technologies, such as email and video-conferencing, and the declining costs of international travel, expatriates will become an extinct species. Critically discuss this statement,**

Completed assignments are to be handed in by **Thursday, 13 December 2007**

(For the learning outcomes of the assignment see Section 4.0)

The following points should be observed:

- 1). The essay must not exceed 3,000 words and not be less than 2,500 words.
- 2) The assignment must be handed in by Thursday, 13 December 2007
- 3) Ensure your name and student number is clear.
- 4) Include a word count.
- 5) Two copies of the assignment must be handed into the School Office (Room 105)
- 6) Any circumstances that may prevent you handing in the assignment on time, please inform your seminar tutor before and not after the deadline.

Submission of Coursework

It is in your interest to follow some simple rules:

- * discuss any problems you may have in completing the coursework with your unit co-ordinator as soon as possible.
- * make sure you know when the deadline date for submission is.

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- * get the agreement of your unit co-ordinator to an extension of the deadline date for submission.
- * hand in the coursework to your School Office by the submission date.

Copies of all forms are available from your School Office.(Room 105)

Unless you have obtained the agreement of your unit co-ordinator to the late submission of your coursework, coursework submitted:

- * up to two weeks after the deadline date will receive a maximum mark of the pass mark (50% for postgraduate courses).
- * more than two weeks after the deadline date will not be marked.

If you want an extension of the deadline date, you must:

- * get a copy of the form for late submission from your School Office.
- * fill in Part A of the form, giving reasons why you cannot meet the existing deadline date.
- * ask your unit co-ordinator to fill in Part B - the decision whether to agree the request rests with the unit co-ordinator.
- * attach the form to the front of your coursework when you submit it.

The maximum extension is two weeks.

You must:

- * complete the coursework submission form and attach it to the front of your coursework.
- * if necessary, attach the form for an extension of the deadline date, signed by your unit co-ordinator, to the front of your coursework.
- * take the coursework to your School Office, which will date stamp the submission form.

You must not hand coursework to your unit co-ordinator or other lecturer. The only exception in some Schools is for practical marked in laboratories - you will be informed in such cases.

Essays will be marked according to the following criteria:

- Extent of well understood, soundly interpreted, RELEVANT reading and research.
- Evidence of a well planned, structured piece of work
- Use of properly developed **essay** form. Do not use report form, with fragmented headed paragraphs.

- The essay should flow in a structured examination of the topic, stating the themes, developing them in the central section, backing them up with evidence from the literature, and ending with a well developed conclusion which draws together the themes in the essay and relates them to the question, drawing attention to the way you have chosen to answer it.
- The extent to which you have answered and explored the major issues raised by the question.
- The level of analysis you have reached i.e. is it pedestrian, or attaining some kind of originality or creative insight?
- An individual piece of work (The essay must be your own original work and must include a list of the references that you have referred to in the form of a bibliography).
- Well and correctly referenced essay (poorly referenced essays will be downgraded).

Guidelines for Presentation of Essay Papers

Where you are referring to an argument in the literature or to a study which supports or casts doubt on an argument, you should always provide a reference. If you are directly quoting a source, the exact reference, including the page on which the quotation appears, should be given. (It is always helpful to the reader who wishes to go back to the original source, to give some indication of where in the original the cited material occurs.) The simplest method to adopt is the following.. In the essay reference is made to the author and date of publication, e.g.,

"It has been argued (Salmon, 1979) that organisations should be"

OR

"Salmon (1979), pp.43-46) has argued"

OR

"The political significance of organisations is not limited simply to the nature of the good, services, ideas or "outputs" they produce. There are also close links between the internal structures of organisations and the society in which they operate." (Salmon, 1979, p.9).

At the end of the essay a bibliography should be provided listing alphabetically all references cited in full:

Benson, K.J.: Organisations: A Dialectical View. Admin. Science Quarterly, vol. 22, No. 1, March 1977, pp.1-21

Salmon, C.: Work Organisations, Resistance and Control, Longman London, 1979.

Joint authors should have both their names mentioned, but where there are three or more authors they need be mentioned in full only in the bibliography; elsewhere the first author's name only need be mentioned followed by - et al.

Wherever possible always quote from the original source. A secondary source may have misinterpreted the original or even quoted out of context. If it is impossible to obtain the original, cite it in the form:

"Marglin (1976 p.85) quotes Ure as arguing"

A properly presented essay follows the above conventions and approach.

6. Feedback

Feedback will normally be given to students 15 working days after the submission of an assignment.

7. Introduction to Studying the Unit

7.1 OVERVIEW OF THE MAIN CONTENT

- Management and HRM practices in important economic regions in the world such as the European Union, USA and South - East and East Asia;
- General management issues and problems in international firms;
- Human resource strategies and practices;
- Management issues with regards to -
 - international mergers & acquisitions*
 - international joint ventures*
 - cross-cultural management
 - management development
 - international transfers & expatriation

*Note - The emphasis for these two topics will be management and cultural issues and problems to complement the economic and strategic analysis in the 'International Strategy' unit.

7.2 OVERVIEW OF TYPES OF CLASSES

The lecture (2 hours per week) programme will set the framework for the course and an interactive session / seminar (2 hours per week) will develop the material covered in the lectures by means of group discussions, exercised, and case study work.

Students are expected to attend **ALL** lectures and seminars. Attendance records will be kept. Punctuality is important for your learning and as a basic courtesy to your fellow students and tutors.

7.3 IMPORTANCE OF STUDENT SELF-MANAGED LEARNING TIME

Students are expected to undertake self-management learning in preparation for sessions, consolidation of lecture material, coursework revision.

7.4 EMPLOYABILITY

'Managing in International Firms' is a core unit for the MSc International Business degree and as such it is considered to be an essential foundation for an understanding of international business practices, problems and strategies with specific reference to human resource and management issues. It is therefore adds to the employability of students who wish to pursue a career in international business and in international organizations.

8. The Programme of Teaching, Learning and Assessment

WHILST THE FOCAL POINT OF THIS UNIT IS THE INTERNATIONAL FIRM, IT IS NEVERTHELESS IMPORTANT TO HAVE AN INSIGHT AND UNDERSTANDING OF THE COMPLEXITY OF MANAGING IN THE INTERNATIONAL ENVIRONMENT. THE FIRST PART OF THIS (UPTO SESSION 6) UNIT WILL EXAMINE THE DIFFERENT MANAGERIAL ASSUMPTIONS AND PRACTICES IN DIFFERENT REGIONS OF THE WORLD. THEREFORE THERE WILL BE AN INFORMED

FRAMEWORK FOR THE SECOND PART OF THE UNIT THAT WILL EXPLICITLY FOCUS ON THE INTERNATIONAL FIRM.

ALL THE LECTURE REFERENCES ARE BASED ON THE CORE READING MATERIALS. **IN ADDITION, STUDENTS ARE EXPECTED TO DO ADDITIONAL BACKGROUND READING BASED ON THEIR OWN RESEARCH, THE OPTIONAL READING MATERIAL AND TO KEEP ABREAST OF CURRENT TRENDS AND DEVELOPMENTS BY REGULARLY CONSULTING RELEVANT JOURNALS** (e.g. *International Journal of Cross Cultural Management, International Journal of HRM*).

SEMINARS WILL BE BASED ON READING MATERIAL SUCH AS AN ARTICLE OR CASE STUDY BASED ON THE PREVIOUS WEEK LECTURE TOPIC. STUDENTS WILL HAVE 7 DAYS TO FAMILIARISE THEMSELVES WITH THE TOPIC AND FORM THE BASIS OF INFORMED CRITICAL DISCUSSION AND PARTICIPATION IN SEMINARS. **IN ADDITION A PART OF THE SEMINAR TIME CAN BE AND WILL BE DEVOTED TO A CURRENT EVENT IN THE NEWS RELEVANT TO THIS UNIT SUCH AS REPORTED IMPORTANT INTERNATIONAL COMPANY MERGER/CHANGE IN EU LEGISLATION/REGIONAL FINANCIAL CRISIS, AT THE DISCRETION OF THE SEMINAR TUTOR.**

Lecture Programme

Week 1 Introduction and overview of International Management and HRM assumptions, theories, and practices

Reading

I.Beardwell, L.Holden, T. Claydon, (2004): Ch 1, I. Beardwell, 'An introduction to HRM: strategy, style or outcome'; Ch 15, P. Almond et al, 'HRM in multinationals: a comparative international perspective'

Dennis R. Briscoe & Randall S. Schuller (2004), Ch 1

Tony Edwards & Chris Rees (2006) Ch 1

A-W Harzing & J.V. Ruysseveldt, (2004): Ch 2, H.Scullion & J.Paauwe, 'International HRM: recent developments in theory and empirical research'

Hugh Scullion & Margaret Lineham (2005): Hugh Scullion, 'International HRM: an introduction' Ch 1

Paul Sparrow, Chris Brewster & Hilary Harris, (2004): Chs 1, 4, 9

Week 2 Comparative cultural context and analysis

Reading

I.Beardwell, L.Holden, T, Claydon, (2004): Ch 15, P. Almond et al, 'HRM in multinationals: a comparative international perspective'

Dennis R. Briscoe & Randall S. Schuller (2004), Ch 5

Tony Edwards & Chris Rees (2006) Ch 2

A-W Harzing & J.V. Ruysseveldt, (2004): Ch 5, A.Sorge, 'Cross-national differences in human resources and organization'; Ch 6, L.Romani, ' Culture in management: the measurement of differences'

Paul Sparrow, Chris Brewster & Hilary Harris, (2004): Chs 2, 3

Week 3 Comparative perspective 1 – USA

Reading

I.Beardwell, L.Holden, T, Claydon, (2004): Ch 15, P. Almond et al, 'HRM in multinationals: a comparative international perspective'

A-W Harzing & J.V. Ruysseveldt, (2004): Ch 7, C.Communal & C.Brewster, 'HRM in Europe', pp 172-178

Week 4 Comparative perspective 2 – Europe (EU)

Reading

I.Beardwell, L.Holden, T, Claydon, (2004): Ch 16, L. Holden & T.Claydon, 'HRM and Europe'

A-W Harzing & J.V. Ruysseveldt, (2004): Ch 7, C.Communal & C.Brewster, 'HRM in Europe'; Ch 17, K.Sisson, 'Industrial relations in Europe: a multi-level system in the making?'; Ch 18, P.Marginson, 'The Eurocompany and European Works councils'

Week 5 Comparative perspective 3 – East & South East Asia

Reading

I.Beardwell, L.Holden, T, Claydon, (2004): Ch 17, L.Holden & L.Glover , 'HRM in Asia'

A-W Harzing & J.V. Ruysseveldt, (2004): Ch 8, Y.Zhu & M.Warner, 'HRM in East Asia'

Hugh Scullion & Margaret Lineham (2005): Pawan S. Budhwar & Yaw A. Debrah, 'International HRM in developing countries' Ch 12

Miao Zhang, Tony Edwards and Christine Edwards, 'Internationalization and developing countries: the case of China' in Tony Edwards & Chris Rees (2006)

Week 6 Diversity of International Firms & Human Resource Management Strategies

Reading

I.Beardwell, L.Holden, T, Claydon, (2004): Ch 2, N.Golding, 'Strategic HRM'; Ch 15, P. Almond et al, 'HRM in multinationals: a comparative international perspective'

Dennis R. Briscoe & Randall S. Schuller (2004), Ch 2 & 3

Tony Edwards & Chris Rees (2006) Ch 3 & 4

A-W Harzing & J.V. Ruysseveldt, (2004): Ch 2, A-W Harzing, 'Strategy and structure of multinational companies'

Hugh Scullion & Margaret Lineham (2005): Hugh Scullion & Jaap Paauwe, 'Strategic HRM in multinational companies' Ch 2

Paul Sparrow, Chris Brewster & Hilary Harris, (2004): Chs 9, 12

Week 7 Knowledge management and international human resource management

Stephen Gourlay, 'Knowledge management and international human resource management; Ch 8 in Tony Edwards & Chris Rees (2006)

Paul Sparrow, Chris Brewster & Hilary Harris, (2004): Chs 10, 11

Week 8 Management issues with regards to international mergers & acquisitions and joint ventures

Reading

Dennis R. Briscoe & Randall S. Schuller (2004), Ch 4

Tony Edwards & Chris Rees (2006) Ch 6

A-W Harzing & J.V. Ruysseveldt, (2004): Ch 4, G.K. Stahl et al, 'HRM in cross-border mergers and acquisitions'

Hugh Scullion & Margaret Lineham (2005): Randall S. Schuler, Susan E. Jackson & Jacqueline Fendt, 'Managing human resources in cross-border alliances' Ch 10

Week 9 International transfers & expatriation

Reading

I.Beardwell, L.Holden, T, Claydon, (2004): Ch 15, P. Almond et al, 'HRM in multinationals: a comparative international perspective'

Dennis R. Briscoe & Randall S. Schuller (2004), Ch 8 & 9

Fiona Moore, 'Recruitment and selection of international managers' in Tony Edwards & Chris Rees (2006)

A-W Harzing & J.V. Ruysseveldt, (2004): Ch 10, A-W Harzing, 'Composing an International Staff'; Ch 13, M. Lazaroza & P. Caligiuri, 'Repatriation and knowledge Management'

Hugh Scullion & Margaret Lineham (2005): Marja Tahvanainen & Vesa Suutari, 'Expatriate performance management in the MNCs' Ch 5; Jaime Bonache & Zulima Fernandez Margaret, 'International compensation: costs and benefits of international assignments' Ch 6;; Linehan & Wolfgang Mayrhofer, 'International careers & repatriation'; Ch 7 Jan Selmer, 'Western business expatriates in China; adjusting to the most foreign of all foreign places' Ch 11

Paul Sparrow, Chris Brewster & Hilary Harris, (2004): Chs, 10, 11

Jean Woodhall, 'International management development' in Tony Edwards & Chris Rees (2006)

Week 10 Management Development & Learning

Reading

I.Beardwell, L.Holden, T, Claydon, (2004): Ch 8,
A.Collin, 'Learning and Development'; Ch M. Doyle,
'Management Development'

Dennis R. Briscoe & Randall S. Schuller (2004), Ch 10

A-W Harzing & J.V. Ruysseveldt, (2004): Ch 11, I.Tarique
& P.Caligiuri, 'Training and Development of
international Staff'

Hugh Scullion & Margaret Lineham (2005): Paula
Caligiuri, Mila Lazarova & Ibraiz Tarique, 'Training,
learning and development in multinational organizations'
Ch 4

Paul Sparrow, Chris Brewster & Hilary Harris, (2004):
Ch 3, 6

Jean Woodhall, 'International management development' in
Tony Edwards & Chris Rees (2006)

Week 11 Selection & Recruitment

Reading

I.Beardwell, L.Holden, T, Claydon, (2004): J.Beardwell &
M.Wright, 'Recruitment and Selection'

Dennis R. Briscoe & Randall S. Schuller (2004), Ch 9

A-W Harzing & J.V. Ruysseveldt, (2004): Ch 10, A-W
Harzing, 'Composing an International Staff', pp/ 268-271

Fiona Moore, 'Recruitment and selection of international
managers' in Tony Edwards & Chris Rees (2006)

Hugh Scullion & Margaret Lineham (2005): Ingemar
Tobiorn, 'Staffing policies and practices in European
MNCs: strategic sophisticated, culture-bound policies or
ad hoc reactivity?' Ch 3

Paul Sparrow, Chris Brewster & Hilary Harris, (2004):
Ch 6

Week 12 Employment Relations

Reading

I.Beardwell, L.Holden, T, Claydon, (2004): Ch 14,
L.Holden, 'Employee involvement and empowerment'

Dennis R. Briscoe & Randall S. Schuller (2004), Ch 6

A-W Harzing & J.V. Ruysseveldt, (2004): Ch 15, Tony
Edwards, 'The transfer of employment practices across
borders in multinational companies'; Ch 17, K.Sisson,
'Industrial relations in Europe: a multi-level system in
the making?'; Ch 18, P.Marginson, 'The Eurocompany and
European Works councils'

Hugh Scullion & Margaret Lineham (2005): Emer O'Hagan,
Patrick Gunnigle & Michael J. Morley, 'Issues in the
management of industrial relations in international
firms' Ch 8

Keith Sissons, 'International employee representation -
a case of industrial relations systems following the
market?' in Tony Edwards & Chris Rees (2006)

Paul Sparrow, Chris Brewster & Hilary Harris, (2004):
Ch 8

Week 13 Revision & Recap Session

Seminar Programme

Week 1	No Seminars
Week 2	Tutor led discussion & Formation of sub groups/teams
Week 3	Culture – Discussion article, Chris Brewster & Vesa Suutari, ‘Guest Editorial: Global HRM: aspects of a research agenda’, <u>Personnel Review</u> , Vol. 34 No 1, 2005
Week 4	USA – Discussion article, G. Strauss, ‘HRM in the USA: Correcting some British Impressions’, <u>International Journal of Human Resource Management</u> , 2001, Vol 12, No 6, pp 873-897
Week 5	Europe – Discussion article, Chris Brewster, ‘European perspectives on human resource management’, <u>Human Resource Management Review</u> , Vol 14, 2005 pp 365-382
Week 6	East & South East Asia – Discussion article, Min Chen’s, ‘Post-Crisis Trends in Asian Management’, <u>Asian Business & Management</u> , Vol 1, No 1, April 2003, pp 38-58
Week 7	Diversity – ‘Kodak in China’ Case Study in Paul N. Gooderham & Odd Nordhaug, <u>International Management, Cross-Boundary Challenges</u> , Blackwell, 2003
Week 8	Integrative Case Study: Lincoln Electric in China (Dennis R. Briscoe & Randall S. Schuller (2004), pp. 420 to 435): Strategy Questions
Week 9	International mergers, acquisitions and joint ventures – Daimler Chrysler Case Study
Week 10	Expatriation – Case study, Bronwyn Fryer, ‘World of Pay’, <u>Harvard Business Review</u> , Nov 2003, pp 31-35
Week 11	Integrative Case Study: Lincoln Electric in China (Dennis R. Briscoe & Randall S. Schuller (2004), pp. 420 to 435): Learning & Development Questions
Week 12	Integrative Case Study: Lincoln Electric in China (Dennis R. Briscoe & Randall S. Schuller (2004), pp. 420 to 435): Selection Questions
Week 13	Revision Session (Optional)

9. Learning Resources

9.1 CORE MATERIALS

There is not one set text book for this unit, you should get at least two of the texts listed below. Do not rely on one text only, the more you read the more you will understand different perspectives and interpretations.

I.Beardwell, L.Holden, T, Claydon, Human Resource Management - A Contemporary Approach, FT / Prentice Hall, 2004 (4th Ed)

Dennis R. Briscoe & Randall S. Schuller, International Human Resource Management, Routledge, 2004 (2nd Ed)

Tony Edwards & Chris Rees (Ed), International Human Resource Management, FT / Prentice Hall, 2006

A-W Harzing & J.V. Ruysseveldt, International Human Resource Management, Sage, 2004 (2ND Ed)

Hugh Scullion & Margaret Linehan (Ed), International Human Resource Management, Palgrave Macmillan, 2005

Paul Sparrow, Chris Brewster & Hilary Harris, Globalizing Human Resource Management, Routledge, 2004

9.2 OPTIONAL MATERIALS

NJ. Adler, International Dimensions of Organizational Behavior (3rd), ITP, 1997

Tim Andrews, Bryan J. Baldwin & Nartnalin Chompursi, The Changing Face of Multinationals in South East Asia, Routledge, 2002

J.Stewart Black et al, Globalizing People Through International Assignments, Addison-Wesley, 1999

Chris Brewster, Wolfgang Mayrhofer and Michael Morley, Human Resource Management in Europe, Evidence of Convergence, Elsevier, 2004

Min Chen, Asian Management Systems, Thomson, 2004 (2nd Ed)

R.Clegg et al, Global Management - Universal Theories and Local Realities, Sage, 1999

PJ Dowlng & Denice Welch, International Dimensions of Human Resource Management, Thomson, 2004 (4th Ed)

U C. V. Haley (ed), Strategic Management in the Asia Pacific, Butterworth, Heinemann, 2000

N J. Holden, Cross-Cultural Management, FT / Prentice-Hall, 2003

Keith Jackson & Miyuki Tomioka, The Changing Face of Japanese Management, Routledge, 2003

N Jacob, Intercultural Management, Kogan Page, 2003

P Joynt and M Warner (Ed), Managing Across Cultures, Thomson BP, 2002, (2nd Ed)

D.Ricks, Blunders in International Business, Blackwells, 1999

Alan M. Rugman, Simon Collinson, Richard M. Hodgetts, International Business, FT/Prentice Hall, 2006

John Saeed, Managing Organizations in a Global Economy - An Intercultural Perspective, Thomson, 2005

Randall Schuler, Susan Jackson & Yadong Luo, Managing Human Resources in Cross-Border Alliances, Routledge, 2004

Jie Tang & Anthony Ward, The Changing Face of Chinese Management, Routledge, 2002

M. Tayeb, International Business, FT/Prentice Hall, 2000

M Tayeb(Ed)' International Management - Theories and Practice, FT /Prentice Hall, 2003

ADDITIONAL SUPPORT MATERIAL

Students are expected to keep abreast of current trends and developments by regularly consulting the relevant journals (e.g. *International Journal of Cross Cultural Management*, *International Journal of HRM*) and periodicals, CD Roms and reputable online resources.

Blackboard Site

PPPs and unit information will be provided by the Blackboard site.

Web Sites

Avoid superficial use of the internet - data and basic information only are not sufficient at the Master's post-graduate level.

Students are encouraged to access support materials through corporate websites for example (<http://www.Sony.com>), electronic information sources such as European Business ASAP and <http://www.researchindex.co.uk> .

The European Commission (<http://www.cec.org.uk>) is a very useful source of policy information. Publishers' websites for example Pearson's (<http://www.pearsoneduc.com>) to follow up texts such as Richard Lynch, or International Thomson's (<http://www.itbp.com>). Some periodicals can be easily accessed online for example The McKinsey Quarterly at <http://www.mckinseyquarterly.com>, in addition 'Harvard Business Review' HBR, can be sourced by 'Business Source Premier' (Lisa).

The reading outlined for each weekly topic should be supplemented by articles in academic and professional journals. The course team will also advise students of further references. Please also note that the Learning Resources Centre contains numerous videos which are relevant to this unit, and that many HRM related journals can be accessed at the centre through BPO (Business Periodicals Online) scheme which allows students to print out articles. Look regularly at web sites such as, Income Data Services site (IDS), the European Observatory Web site (EIRO) on Hyperlink <http://www.eiro.eurofound.ie/> and on the DTI site www.DTI.GOV.UK/EMAR. Seek the advice of Library and Learning Resources Centre staff.

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