

INTERNATIONAL HRM

Theme : Human Resource Management
Assessment Weighting: 40% Coursework
60% Examination

INTRODUCTION

This module draws on previously studied subjects including *Management and Organisational Behaviour* and *Managing Human Resources* in Stage II of the programme and is designed to deepen learners' understanding of the management of human resources in an international setting. The module covers the influence of cross-cultural issues on organisations, and examines factors involved in selecting and managing an international workforce. Students evaluate industrial relations and labour laws from the perspective of managing an international organisation, and address key issues such as employee training and development, expatriation /repatriation and compensation issues. In the course of the module students evaluate and appraise relevant theory in order to inform their practice as business managers.

AIMS

The aims of the module are to:

- Provide students with a detailed understanding of how to plan and apply an effective IHRM strategy for an international organisation.
- Allow students the opportunity to critically analyse the emerging issues in managing a global work force.
- Develop an in-depth understanding of the changing HR environment within an international workforce, and the implications for managing people and their work.
- Develop an appreciation of the issues involved in training, development and the co-ordination of an international workforce.
- Create a strong awareness of the importance of sensitivity in dealing with a socio-culturally diverse international workforce.
- Provide students with the opportunity to evaluate European social policy and European Industrial Relations.

LEARNING OUTCOMES

On successful completion of this module, students should be able to:

- Critically evaluate the impact of international changes and trends in the environment, competition and the dynamics of the labour force on HRM in international organisations.
- Critically appraise existing global training and appraisal systems for a cross-cultural workforce.
- Discuss the issues to be considered when selecting and managing an international body of employees.
- Critically examine industrial relations policies and practices within multinational organisations.
- Examine the legal and ethical environment within which international HRM must operate.
- Review global practices in compensation, benefits and reward systems and assess the impact of global practice on organisations operating internationally.
- Examine the factors affecting expatriate managers and employees.
- Demonstrate an advanced understanding of the importance of professional practice in managing a culturally diverse workforce in an international environment.

INDICATIVE MODULE CONTENT

The Globalisation of Human Resource Management

- International trends in the labour force
- The impact of the environment, competition and the dynamics of the labour force on HRM
- Challenges of IHRM
- IHRM and strategy
- Models of IHRM

Selecting and Managing an International Workforce

- The influences of cross-cultural issues on organisations
- Selection, evaluation and coaching of international employees
- Developing planning, communications and intercultural skills
- Types of international companies and the role of the corporate HR function
- Global training and appraisal systems for a cross-cultural workforce
- Training, monitoring and development of international staff

International compensation and benefits

- Compensation and performance management: An international perspective
- Benchmarking global practices
- Motivation and reward systems
- International performance management
- Problems with global compensation

Expatriation and repatriation

- Reasons for expatriation
- Characteristics of effective expatriate managers
- Selection of expatriates
- The role of family
- Dealing with culture shock
- Reasons for expatriate failure
- The repatriation process

International Organisations and Industrial Relations

- Corporate culture and change
- Multi-national companies and their approaches to industrial relations
- Employment and labour Laws: an international perspective
- Equal opportunities

Legislation and the international workforce

- Legislation and the international workforce
- Comparative HRM in Europe, Asia and USA
- Employment law
- Trade unions and negotiations

European social policy and Industrial Relations

- European Union and social policy
- EU directives and multinational companies
- Working terms and conditions
- Common minimum standards and global values.