

## *INTERNATIONAL HUMAN RESOURCE MANAGEMENT*

### **INTRODUCTION**

This module draws on previously studied subjects including Organisational Behaviour and International Hospitality Management in Stage 1, and Human Resource Management in Stage 2 of the programme and is designed to deepen students' understanding of the strategic management of human resources in an international hospitality organisation. The module covers the influence of cross-cultural issues on organisations, and examines factors involved in selecting and managing an international workforce. Students will evaluate industrial relations and labour laws from the perspective of managing an international hospitality organisation, and will address key issues such as employee development, and expatriation /repatriation. In the course of the module students will evaluate and appraise relevant theory in order to inform their practice as hospitality managers. Students will also acquire the necessary skills and knowledge to plan and develop a suitable IHRM training and development strategy for an international hospitality service workforce.

### **AIMS**

To provide students with:-

- A clear understanding of the various purposes and principles underlying contemporary International Human Resource Management
- The ability to critically analyse the scope of emerging issues in managing a global workforce
- An in-depth understanding of the changing HR environment within the international hospitality industry, and the implications for managing people and their work
- An understanding of how to plan and apply an effective IHRM strategy for an organisation within the hospitality industry
- An appreciation of the issues involved in training, development and co-ordination of an international workforce
- An awareness and understanding of the sociological and cultural diversity of an international workforce
- The ability to evaluate European social policy and European Industrial Relations
- A working knowledge of some contemporary approaches to International Human Resource Management

### **LEARNING OUTCOMES**

On completion of this module successful students will be able to:

- Possess an extensive understanding of the factors underlying the globalisation of Human Resource Management, with particular reference to the hospitality industry
- Critically evaluate the impact of international changes and trends in the environment, competition and the dynamics of the labour force on HRM in hospitality organisations
- Appreciate the influences of cross-cultural issues on hospitality organisations
- Critically review existing global training and appraisal systems for a cross-cultural hospitality workforce
- Understand the issues to be considered when selecting and managing an international body of employees

- Appraise the contribution of communications and intercultural skills training programmes in managing a cross-cultural hospitality workforce
- Critically examine industrial relations policies and practices within multinational hospitality organisations
- Understand the legal and ethical environment within which international hospitality HRM must operate
- Review global practices in compensation, benefits and reward systems and assess the impact of global practice on hospitality organisations operating internationally
- Examine the factors affecting expatriate managers and employees
- Understand the complex body of knowledge pertaining to European Social Policy and European Industrial Relations and understand how these affect international hospitality organisations
- Analyse and review a hospitality organisation's international training, monitoring and development strategy
- Apply research skills and exercise judgement when planning and developing a suitable IHRM training and development strategy for an international hospitality service workforce
- Communicate effectively during group-work and take responsibility for determining and achieving appropriate outcomes when working in groups

## **SYLLABUS**

### The Globalisation of Human Resource Management

- Introduction and Overview of Domestic HRM and IHRM
- The professionalism of HRM
- International trends in the labour force
- The impact of the environment, competition and the dynamics of the labour force on HRM

### Selecting and Managing International Workforce

- The influences of cross-cultural issues on organisations
- Selection, evaluation and coaching of international employees
- Developing Planning, Communications and Intercultural skills to manage a cross-cultural workforce
- Global training and appraisal systems for a cross-cultural workforce
- Compensation and performance measure: an international perspective

### International Organisations and Industrial Relations

- Corporate Culture and change
- Policies and practices of multi-national companies
- Employment and Labour Laws: an international perspective
- The influence of Trade Unions
- Equal Opportunities
- Employment relations

### International Compensation and Benefits

- Theory of Employee Development
- Objectives of International Compensation
- Benchmarking global practices

- Motivation and Reward systems
- Problems with global compensation

#### Expatriation and Repatriation

- Characteristics of effective expatriate managers
- The role of family
- Dealing with culture shock
- Successful repatriation practices

#### Legislation and the international workforce

- Legislation and the international workforce
- Employment Law
- Trade Unions and negotiations

#### European Social Policy and Industrial Relations

- Social Cohesion
- Working Terms and Conditions
- Equal Opportunities