



## lecture 1-10 - International Human Resource Management - PPT Slides

International Human Resource Management (Royal Melbourne Institute of Technology)

# **Well come to BUSM2449**

## **International Human Resource Management**

**Lecturer and Coordinator: Dr. Ngan (Nan) Collins**  
**Contact details: Location: 80.08.040**  
**Tel: 9925 1312**  
**Email: [ngan.collins@rmit.edu.au](mailto:ngan.collins@rmit.edu.au)**

**Tutors:**  
**Ms. Mara Schilat**  
**Dr. Errol Muir**  
**Mr. Prikshat Verma**

# Course outline

# Course description

- Takes a critical perspective on the management of human resources in the international context
- Is based on international business case studies and IHRM theory, research and practice
- Examines HRM practices in the context of different social, cultural, political and economic environments
- Through understanding the impacts of globalisation, different industrial relations systems, and HRM policies and philosophies in various countries and how these influence on global business operation.

# Learning objectives

In the course of this subject study, you are expected to:

- Understand the importance of people management issues to the global organisation;
- Participate in debates about the relationship between human resource management and sustained competitive advantage;
- Understand the operation of HR functions in a multinational corporation;
- Assess the viability of transferring HRM practices across countries.

# Learning activities

**Activities included in this unit to ensure your achieving the learning objectives cover:**

- Lectures;
- Your own work on individual assignment;
- Your participation in a group presentation and class discussion;
- Case studies; and
- Final examination.



# Study materials

- Key text: Dowling, Festing & Engle (2008)
- Other useful texts as references (see the unit outline)
- Compulsory readings (login myRMIT for the digitalised version) (<http://www.rmit.edu.au/online>)
- Supplementary readings
- Journal papers
- Lecture notes
- Other on-line resources

# Assessment

Item 1: Individual essay (40%)

Item 3: Final examination (60%)



# Case study and individual essay

- Due date: Friday afternoon of week 7
- Assigned one of the 6 chapters in Royle and Towers (2002) *‘Labour Relations in the Global Fast - Food Industry’* book.
  - This book can be accessed and read electronically via the RMIT Library website)
  - The particular countries are: the United States, Germany, Netherland, Russia, Singapore and Australia.
- Analyse the case within your self-study hours and in tutorial classes with your group members.
- Plan and write your essay.

# Questions to assist your essay writing

1. What are the main elements (parties, laws, processes) of the industrial relations system of your allocated country?
2. Arising from these elements, what challenges exist for the global fast food companies in seeking to have a standard approach to HRM adopted internationally? To answer this consider:
  - What elements are compatible with the standard approach to HRM
  - What elements work against the adoption of standardised methods of HRM in the fast food industry?

- **Case 1, The United States**
- Reading: Leidner, R 2002, 'Fast food work in the United States', in Royle, T & Towers, B (eds) *Labour relations in the global fast food industry*, Routledge, London, pp. 8-23.
- **Case 2, Germany**
- Reading: Royle, T 2002, 'Undermining the system? Labour relations in the German fast-food industry', in Royle, T & Towers, B (eds) *Labour relations in the global fast food industry*, Routledge, London, pp. 76-101.
- **Case 3, Singapore**
- Reading: Pereira, A 2002, '“McAunties” and “McUncles”: labour relations in Singapore's fast-food industry', in Royle, T & Towers, B (eds) *Labour relations in the global fast food industry*, Routledge, London, pp. 136-53.
- **Case 4, Russia**
- Reading: Shekshinia, S, Puffer, S & McCarthy, D 2002, 'To Russia with Big Macs: labour relations in the Russian fast-food industry', in Royle, T & Towers, B (eds) *Labour relations in the global fast food industry*, Routledge, London, pp. 117-35.
- **Case 5, Australia**
- Reading: Allan, C, Bamber, G & Timo, N 2002, 'Employment relations in the Australian fast-food industry', in Royle, T & Towers, B (eds) *Labour relations in the global fast food industry*, Routledge, London, pp. 154-71.
- **Case 6, The Netherlands**
- Benders, J, Bekker, S & Mol, B 2002, 'Consensus and confrontation: fast food in the Netherlands', in Royle, T & Towers, B (eds) *Labour relations in the global fast food industry*, Routledge, London, pp. 102-16.

## A good case analysis has the following qualities:

- focusing on the major themes of the case;
- linking the case to the theoretical framework discussed in the text or reading;
- addressing main issues or illustrating best practices;
- recommending solutions to the issues or suggesting the possible application of the practices to other contexts.

# Individual essay

- A research paper of 2500 words: 40%
- Due date: 5 pm, Friday of week 7
- Referencing to work of others is critically important

demonstrate examples of how to by your lecturer

- address the issue of plagiarism (check the policy on <http://www.rmit.edu.au/browse;ID=v9laqcrrf7gf;STATUS=A?QRY=plagiarism%20policy&STYPE=ENTIRE>)
- use of Turnitin software to detect plagiarism - user pin and password are assigned)
- Conforming to essay guidelines

# Essay questions

Compare and contrast the similarities and differences between the human resource and employment relations strategies and processes adopted in the fast food industries in the United States, Germany and one other country.

1. What does your comparison reveal about the influence of the local country culture and institutional factors on the strategies and processes?
2. What are the lessons learned from this comparison for attempts by the fast food industry to develop a workable international model of HR/ER for specific national country settings?

# Turnitin Used

- Trial the software before your final submission
- Avoid the last minutes submission
- Re-submit next day if the first time was not get through
- Do not contact your lecturer for any Turnitin problems



# Essay Guidelines

- use of consistent referencing style (Harvard system as described in RMIT Reference Guide).
- a well structured essay contains introduction, body, conclusion and references with minimum headings.
- 2500-word can be written within 10 pages, including references.

# *A Good Essay*

- demonstrates that you carefully argue your case and the statements you make are justified with appropriate references.
- shows that your discussion is grounded in the relevant field of research.
- refers to cited materials, which are analysed in a critical and reflective manner
  - citing scholarly journal papers, NOT Wikipedia or website materials without adequate citation

# *Submission and Feedback*

- Essay should be submitted into Learning Hub by 5pm of the due date.
- Late submissions will be automatically penalised at a rate of 10% of possible mark, per day. **Assignments will not be accepted more than five days late.**
- Feedbacks from lecturers are included in the marking sheets.

# *Marking criteria for individual essay*

Essays are marked according to two principles. First are matters of style: use of bibliographic conventions, style, grammar and spelling, and the organisation of the essay. Second are matters of content: amount of work in the essay, quality of arguments, application of theory and background knowledge to compare the pattern of HRM and the strategies and to evaluate them. Both are important, and the best essays are best on both counts.

ESSAY EVALUATION:	Poor	Average	Good	Excellent
-------------------	------	---------	------	-----------

## A. STYLE:

1. Bibliography – reading & conventions
2. Grammar and style
3. Structure of essay
  - Introduction
  - Organisation
  - Conclusion

## B. CONTENT

4. Extent of research
5. Coherence of argument
6. Comprehension of theoretical principles
7. Application of principles to the proposals
8. Critical evaluation

Comments:

# Final examination

To prepare, ensure that you are able to answer all discussion questions from your tutorials.

The exam format will be:

- You will be required to answer six out of ten essay questions (6 x 10 marks).
- Total marks: 60

All the best for your study!

# Introduce your partner to the class

## Instructions

- Find a partner
- Take turns to tell your partner about your self
  - Your name
  - How you became interested in this subject
  - Your current occupation and the industry you are in
  - Your favourite TV program
  - The best book you have read in the last year
- Take turns to introduce your partner to the class



# Introduction to IHRM

- What is IHRM?
- Differences between domestic and international HRM
- Strategic HRM in multinational enterprises

# What is Human Resource Management (HRM)?

- Human resource management is an integrated set of personnel activities, linked strategically with organisational objectives

These activities include:

- human resource planning
- staffing (recruitment, selection, placement)
- performance management
- training and development
- compensation (remuneration) and benefits
- industrial relations (Nankervis, et al, 2011)

# Defining international HRM

- The field of IHRM is about understanding, researching, applying and revising all human resource activities in their internal and external contexts as they impact the process of managing human resources in enterprises throughout the global environment to enhance the experience of multiple stakeholders, including investors, customers, employees, partners, suppliers, environment and society.

(Briscoe & Schuler, 2004, p. 20)

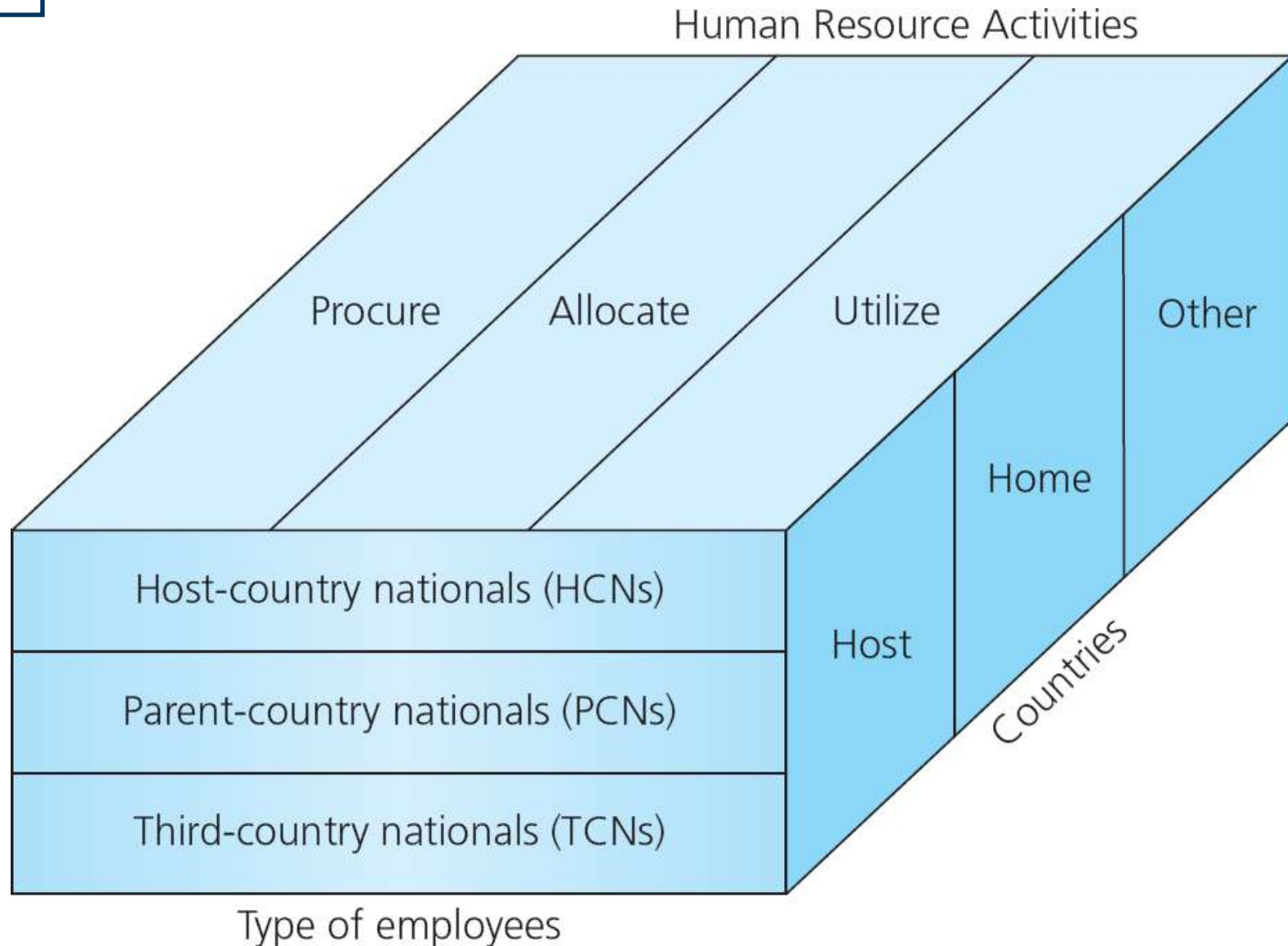
# And...

The interplay among three HRM dimensions (HR activities, types of employees, and countries of operation) in an international environment.

- the broad HR activities
- the national or country categories involved in international HRM activities
- the three categories of employees of an international firm

**Figure  
1-2**

## The three dimensions of IHRM



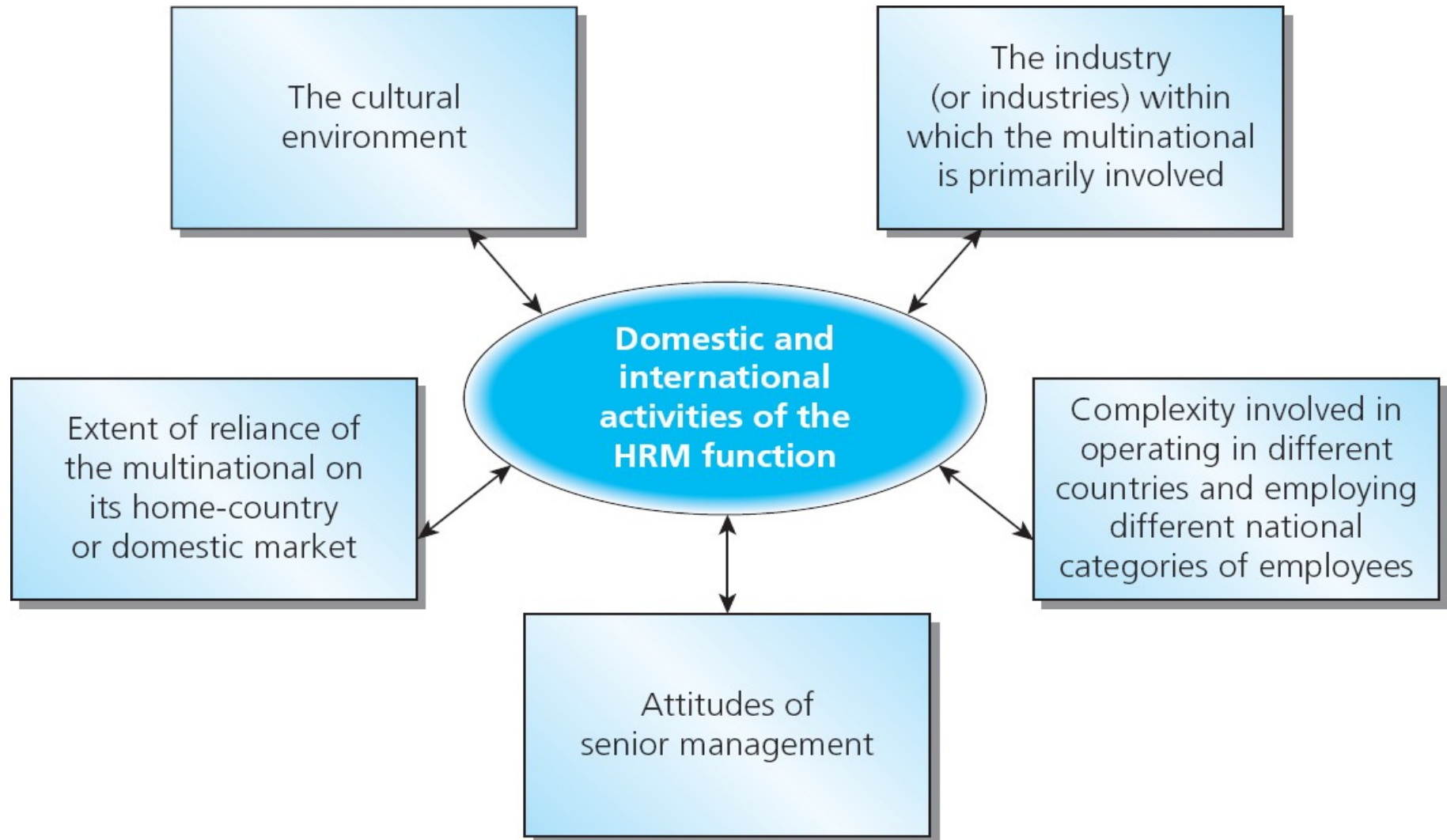
# Differences between domestic HRM & IHRM

The complexity of IHRM can be attributed to six factors:

1. More HR activities
2. The need for a broader perspective
3. More involvement in employees' personal lives
4. Changes in emphasis as the workforce mix of expatriates and locals varies
5. Risk exposure
6. Broader external influences

**Figure  
1-4**

## **A model of the variables that moderate differences between domestic and international HRM**





# *External Factors*

## *Culture environment*

- Culture is members of a group or society share a distinct way of life with common values, attitudes, & behaviours that are transmitted over time in a gradual, yet dynamic, process (Phatak, 1995)
- The cultural differences influence people in a work environment (Harzing & Ruysseveldt, 2006)
  - Culture vs nation,
  - Emic - etic distinction, and
  - divergence/convergence theories
- Culture awareness in work place

# *Internal Factors*

## *Industry type*

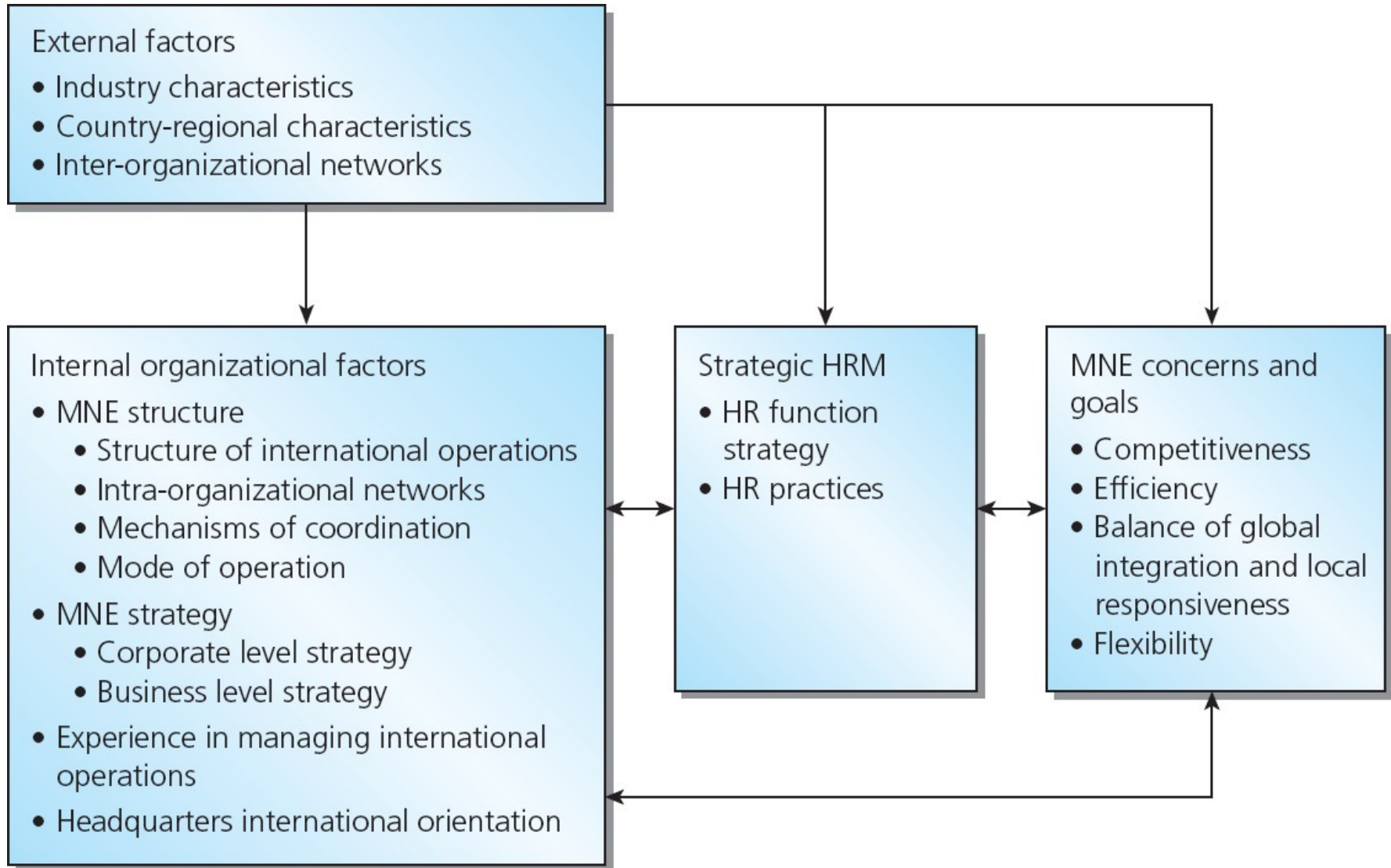
- global - a series of linked domestic industries, rivals compete on a worldwide basis
- multi-domestic- a collection of domestic industries where domestic strategies are importance.

## *Internal attitudes*

- international orientation of senior managers

**Figure  
1-5**

# Strategic HRM in multinational enterprises



# *Strategy and IHRM*

*Different stages of business strategies:*

- Domestic stage;
- International stage;
- Multinational stage or global integration stage.

*Different patterns of cross-cultural interaction.*

# Conclusion

1. Relationship between culture and International Human Resource Management
2. Relationship between business strategy and IHRM