MGT 4803/8403

International Human Resources Management

Fall, 2013

Instructor: Professor Charles K. Parsons Class meeting: 1:35-2:55 Tuesday/Thursday

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Course Objectives

It is widely acknowledged today that business is becoming more global. Regardless of your country of origin, this globalization of business creates new challenges and opportunities for all aspects of management including Human Resource Management. Though it is clear that International Human Resource Management (IHRM) is an integral part of business globalization, the Human Resource Management function is often poorly understood by those who make decisions concerning global operations, marketing, and personnel assignments. This lack of knowledge certainly contributes to the many disappointments that are experienced both by the business and the individuals whose assignment may become ‘internationalized’. This course covers both ‘big picture’ strategic issues in human resource management as well as anticipating and handling people issues that happen in everyday management. Though for the vast majority of student in this course, their country of origin is the United States, many of the cases are written for multinationals and even national companies from different countries for effectively addressing these challenges. This multinational, comparative approach will help you develop some of the mental flexibility that contributes to cultural agility whereby you begin to anticipate how managers from other countries might view people, jobs, etc.

In taking this take multinational and global firm and comparative perspective we will be concerned both with the design of IHRM systems (such as recruiting, selection, training), as well as HR decision-making in the context of the overall business, its strategy, and current performance as implemented and coordinated across the multiple countries. Whether you are interested in becoming a Human Resource Manager or a manager who must learn to deal effectively with Human Resource issues, this course will be very relevant. In addition, some additional reading will be assigned which focuses on broader, organizational phenomena that help us better understand decisions and impact.

Furthermore, because the pre-requisite for this course is either MGT 3101 (Organizational Behavior) or MGT 3102 (Human Resource Management), I do some supplementary required readings that help cover some of the gaps in student knowledge because there is not a common pre-requisite.

Things you can do to enrich your experience in this class:

Read the Economist (Free Content at Economist.com)

Learning Objectives for Students

1. Based on reading a business case a student should be able to identify important human resource practices and other organizational practices that are key to understanding the problems in the case.
2. Students should be able to orally describe a plan of action for an organization that is experiencing operating problems rooted in organizational or human resource practices.
3. Based on reading of texts and lectures, students should be able to identify and describe how common HR practices (e.g. recruitment, selection, performance management, etc. are developed for a global workforce.
4. Based on reading of texts and lectures, students should be able to describe how to assess the local environment for HRM in other countries and their impact on HR practices in that country.
5. Based on reading of texts and lecture and outside research done for group project, students should be able to describe how they would assist in the designing an HR system in an organization in another country.

Readings

# International Human Resource Management: Policies and Practices for Multinational Enterprises, 4th Edition

#### [Dennis Briscoe](http://www.routledge.com/books/search/author/dennis_briscoe/)**,** [Randall Schuler](http://www.routledge.com/books/search/author/randall_schuler/)**,** [Ibraiz Tariqu](http://www.routledge.com/books/search/author/ibraiz_tarique/)**, Routledge Publishing, 2012. (BST)**

Global Human Resource Management Casebook. Hayton, J.C., Biron, L.C., and Kuvaas, B Routledge Publishing, 2012. (HBK)

Other reading as assigned

Student Evaluation

Students will be evaluated on the basis of 2 exams,( a midterm and final exam), two written case analyses, a group project, attendance, and in-class participation. Midterm and Final exams will be short answer and essay questions. The final exam will also include a short case analysis. Exams are closed book and notebook.

Grades will be determined as follows:

Midterm Exam 25%

Team Project (Written and Presentation) 20%

Written Case Analyses (2) 20%

Attendance & Participation 10%

Final Exam 25%

Total 100%

Attendance

Attendance will be taken through a sign-up sheet. You are responsible for signing your name on the sign-up sheet. Frequent tardiness or early departures will detract from your attendance score. You are allowed 3 personal day absences before absences count against you. Documented sick days do not count against personal days.

Participation

Class discussion is encouraged and students are expected to participate.

Bring your name Tent so I can more quickly learn your names which helps greatly in class discussion.

Bring your casebook to class. We will frequently be referring to the cases in the book.

Case Analysis

Throughout the course we will be reading and discussing International HRM cases. Each student in the class must prepare 2 written analyses of cases during the course for grade. Only cases with \* next to them in syllabus are eligible for written case analysis. The case analyses should be 4 to 5 pages, double-spaced and typed with at least 5 references used as background material in preparing the analysis. The written cases must be delivered to T-Square Assignment tab by beginning of the session on which it is being discussed.

Group Project

Students will be assigned to a project group which will be responsible for developing content related to regional human resource management. The focus of the project will be establishing the HR System for a Eco-Tourism Hotel. Phase 1 of this project will require the group to develop the business case for the hotel including the rationale for the choice of location, the level of ‘expense’ (e.g. high price vs. low price hotel), the level of competition in the area and what the customer base is likely to be. Because this course is an HR course and not a general business course, this part of the project can be limited to a 5 page written report. There should be citations to websites and other sources of your information.

The main part of the project is establishing the HR system for the company. This will begin approximately 4 weeks into the course.

Each student group will prepare a paper of at least 20 pages (not including references). Each team will pick a city and country develop 1) business case for expansion into this city/country, and 2) the workforce management practices that would be necessary and effective. This will include consideration of the use of staffing policies (ethnocentric, polycentric, etc.), the expatriation and repatriation procedures, and the means of developing global managers for future expansion of this worldwide hotel chain. You should also demonstrate your understanding of all HR practices covered in the course by applying them to the specifics in your country of choice. These would include the recruitment and selection system (for both expats and local host country nationals, as well as third country nationals, the training programs, the performance management procedures, the compensation structure and career management issues. In all cases you should link the choice of policies to the specifics of the host country, its laws, culture, economics, and labor relations environment.

A full profile of the target country should be prepared, including cultural, social, languages spoken, economic, the role of government in business, and political descriptions of the country, significant changes in the recent history, and current and anticipated challenges for workforce management. You will then describe cultural gaps between the U.S. and the target host country and how this might affect recommendations for specific HR functions.

In this project you should demonstrate your understanding and ability to apply course concepts and materials.

You will be expected to research the external factors that influence the HR function in a country. These are:

1. Economic Forces
2. Labor Market
3. Labor Unions
4. Legal System
5. Country/Regional Culture
6. Other special areas of concern (e.g., employee security or housing that you think would be especially relevant for the country you selected)

**Part I: Description of City and Country**

Describe your assigned expansion city and country, including its history, culture, political system, and government.

**Part II: Description of External HR Factors** (Economic Forces, Labor Market, Labor Unions, Legal System, and Country/Regional Culture that would be relevant for the HR function)

**Part III: Description of Parent Country (US) and Cultural Gap Analysis**

**Part IV Description of HR System**

In the context of your content in Parts III, describe and explain the rationale for the recruitment and selection system (for both expats and local host country nationals, as well as third country nationals), the training programs, the performance management procedures, the compensation structure and career management issues. In all cases you should link the choice of policies to the specifics of the host country, its laws, culture, economics, and labor relations environment.

**Part V: Summary and Conclusions**.

RESOURCE MATERIAL

Sources of country information including internet resources, books, magazines, and other documentation in the public domain can be used and should be acknowledged through- out the report using a standard citation method. Internet sources should be referenced through the URL address. Only cite sources actually used.

Projects will also include a presentation to be given in class on one of 4 days at the end of the semester. The presentations should be approximately 20 minutes long and have about 10 minutes of Question and Answer following the presentation.

Resources

Course Schedule

Date Topic Reading

August 20 Introduction and Overview BST. Pages 1-3

What is Human Resource Management?

What is Globalization?

Aug.22 What is International HRM? BST Chpt. 1

How does HRM adapt and/or Enable Effective BST Case 1.2

Internationalization?

Aug.27 Strategic International HRM BST Chpt 2

BST Integrative Case “Bavarian Auto Works in Indonesia” pp. 437-442

BST Case 2.1 “Ford Motor Company Goes International”

Aug. 29 Organizational Structure and MNEs

BST Chapter 3

HBCK Casebook Casebook: pp. 72-84 Implementing Global Diversity ( Finland):

Sept. 3 Organizational Culture

Textbook chapter (George and Jones “Understanding and Managing Organizational Behavior, 6th Ed. Prentice-Hall pp. 500-529. (T-Square Resources)

Sept. 5 International Mergers and Acquisitions, Joint Ventures and Alliances

BST Chapter 4 HBCK Casebook 33-43 RetailCo (Netherlands)

Sept. 10 Continued; HBCK Casebook 85-100 Marel and Stork Case (Iceland)

Sept. 12 Cultural Context of IHRM

BST Chapter 5

View Youtube video: <http://www.youtube.com/watch?v=n2ZAmwpwMFg>

Sept. 17 Cultural Context of Human Resource Management (continued)

HBCK pp. 102-111Airport Express Train (Norway)

Sept. 19 International Employment Law, Regulatory Environment, and Ethics

BST Chpt 6

HBCK pp. 150-163 Alfia Omega (Poland)

BST Case 5.2 “Employee Death Sparks Outrage at Sourcing Factories in China” (p. 133)

Sept. 24 Continued

**HBCK pp. 308-317 Alexandra Hospital (Singapore)\***

Walmart in Mexico (posted to T-Square)

Sept. 26 International Employee and Union Relations

BST 7

HBCK pp. 22-32 Luxottica (Italy) see update to labor agreement on T-Square Resources

FoxConn in China (T-Square)

Oct. 1 Continued

**HBCK 217-226 Foodco (Israel)\***

Read **Labour’s lost love (t-square)**

Oct. 3 Midterm Exam (Closed Book, Short Answer & Case Analysis)

Oct 8 HR Planning for the Global Workforce

BST Chapter 8

BST Case 8.1: Internationalization of a local Manufacturer: Barden (US/Germany)

Use of Immigrant Labor

Case Study of DeKalb Farmer’s Market

Oct. 10 Continued (Moving Work to the Workforce)

Overseas Outsourcing

Labor Cast Saving

Global Talent

**HBCK Trimo (Slovenia)\* pp. 176-190**

Oct. 15 Fall Recess

Oct. 17 International Recruitment, Selection, and Repatriation

BST Chapter 9

HBCK Antewerp (Belgium) pp. 3-11

Oct. 22 Continued

**HBCK Star Engineering (UAE)\* pp. 242-249**

Oct. 24 Continued

Repatriation

Japan (Read Fred Bailey: An innocent abroad..) BST pp. 433-437)

Oct. 29 International Training and Development

BST 10

**HBCK (Malaysia Airlines)\* pp. 299-307**

Oct. 31 Continued

HBCK 318-328 New Zealand Qualifications Authority

Nov. 5 Resolving Company Culture and Country Culture Conflict: The Case of Hong Kong Disney

International Compensation and Benefits

BST Chapter 11

Nov. 7 International Compensation and Benefits (Continued)

HBCK 13 Reward Management in Small and Medium Enterprises:… (Poland) pp. 150-163

Nov. 12 Performance Management Systems

BST Chapter 12

Nov. 14 Performance Management continued

BST Case 12.1

BST Case 12.2

Nov. 19 Workforce Well-Being and HRIS

BST Chapter 13

Nov. 21 Regionalization

BST Chapter 14

Nov. 26 (2 Student Group Presentations)

Dec. 3 (Student Group Presentation)

(Student Group Presentation)

Dec. 5 IHRM Department, Professionalism, Future Trends, and Course Review

Final Exam Institute Scheduled Exam Time

Class Discussion of Cases

Students are expected to read cases and be prepared to discuss them in class. Because this is a business course, we will eventually get around to discussing decision alternatives or suggested courses of action. If you decide to prepare a written report, you should address the following points in your analysis:

1. You should initially state the immediate problem or decision that the main manager or management team is facing.
2. You should succinctly state your decision and action plan.
3. You should address that facts from the case and any additional research you may have done on the case (e.g. more information on industry, country, product, competition, etc) that influenced your decision
4. You should link your interpretation of the case and the major challenges to the decisions you recommend.

In class, I will ask you to read 1 & 2 to get the discussion going. With multiple writers, I will get the responses from all.

In class, we will discuss cases to better understand the cultural and institutional context within which International Human Resource Management occurs.

Grading of Written Case Reports

1. Structure (clarity of decision, action plan, and presentation of supporting evidence
2. Grammar and Vocabulary
3. 5 pages (+ or - ½ page)
4. References (at least 5)