

American College Dublin

2 Merrion Square, Dublin 2
T: +353 1 676 89 39
F: +353 1 676 89 41
admissions@iamu.edu
www.iamu.edu | www.acd.ie

IB402 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Credits:	3 US credits / 6 ECTS credits
Credit level:	Award stage
Prerequisites:	IB200, IB205
Mandatory:	Yes
Contact hours:	40
Academic Year:	2015 - 2016
Semester:	1
Lecturer:	

MODULE DESCRIPTION

The course is designed to introduce the student to the study of the components of International Human Resource Management used by Multinational Corporations. Comparisons of philosophies in different leading countries including compensation, recruiting, training and development programmes, labour relations issues, performance appraisal, cross-cultural considerations, and Employee/Industrial relations issues will be examined.

INTENDED LEARNING OUTCOMES

At the end of this class, students will have:

1. A general understanding of cultural diversity in Global Business and the significance of managing human resources, and to introduce participants to the Human Resource function and some of its basic activities.
2. The skills necessary to evaluate the Human Resource function and to develop an ability to identify the role of recruitment and selection, training and development, reward systems, appraisal systems, employee relations and employment termination as an integral part of global organisational life today.
3. An understanding of the basics of building a Global Workforce and how the advent of the Boundary less Organisation has implications for Recruitment and Selection
4. The facility to identify and understand the issues of European Leadership in Globalisation and the underlying structures of Culture.
5. The ability to recognise, select, evaluate and analyse organisational and human problems and suggest reasoned solutions, and apply general principles to new situations.
6. The analytical skills to develop an argument on the principles of Strategic Human Resource Management in Global Organisations in terms of global HR policies and procedures.

TEACHING METHODS

Lectures, exercises, assignments, readings and group discussions, based on various aspects of International Human Resource Management.

LEARNING OUTCOMES MAP

Learning Outcomes	Content	Delivery	Assessment
1	All sections	Lectures, readings, class exercises and discussions	Class exercises, assignments, examinations and participation
2	Section 4, 5, 6, 9, 10	Lectures, readings, class exercises and discussions	Assignments, examinations and participation
3	Section 2, 3, 8, 11	Lectures, readings, class exercises and discussions	Class exercises, assignments, examinations and participation
4	Sections 1, 2, 3, 11	Lectures, readings, class exercises and discussions	Assignments, examinations and participation
5	Sections 1, 4, 5, 6, 7, 8, 9, 10	Lectures, readings, class discussions and class exercises	Class exercises, assignments, examinations and participation
6	Sections 1, 2, 8, 11	Lectures, readings, class discussions and class exercises	Class exercises, assignments, examinations and participation

COURSE OUTLINE

WEIGHTING

1. The enduring context of IHRM 5%
The general field of IHRM; the approaches to IHRM; Defining IHRM; Expatriates; differences between domestic and international HRM; Forces for change; Influences on global work environments.
2. The Organisational Context 5%
Demand on management by international growth; Stages of internationalisation; Control mechanisms; mode of operation.
3. Sustaining international business operations 15%
Approaches to staffing; Ethnocentricity; Polycentricity; Geocentricity; Reasons for international assignments; Types of international assignments; Role of expatriates; The role of Corporate HR.
4. Recruitment and Selection 10%
Expatriates; Factors moderating expatriate performance; The phases of cultural adjustment; Selection criteria.
5. Training and Development 10%
International assignments as a training and development tool; Cultural awareness; Practical assistance; Developing staff through international assignments; How international teams benefit the organisation.

6. Compensation	10%
Requirements for successful compensation and benefits; Objectives of international assignments; Key components of international compensation; Approaches to handling international taxation.	
7. Re-entry and career issues	10%
Re-entry; Repatriation process and phases; Individual reactions to re-entry; The readjustment challenge; Designing a repatriate programme; Mentoring.	
8. HRM in the Host Country Context	10%
Subsidiary issues; Standardisation; Host country culture; Global or local work practices; Retaining local staff; Developing staff; Monitoring sub-contractors.	
9. Industrial/Employee Relations	10%
Union structures; Key issues; factors influencing international industrial relations; IHR management approach; Management attitude towards unions; Trade unions response to multinationals.	
10. Performance Management	10%
Performance management; Individual performance management; Roles; The host environment; Contextual model; Performance appraisal.	
11. Trends and future challenges	5%
International future ethics; Enforcement of codes of conduct; Government regulation; Bribery; The role of HR in corporate ethics; Research issues.	

REQUIRED TEXT

Dowling, P. J., Fetsing, M., and Engle, A.D., (2013). International Human Resource Management: 6th Edition. Thomson.

Dowling, P. J. & Welch, D. E., (2005). International Human Resource Management: Managing People in a Multinational Context" 4th Edition. Thomson.

Redman, Tom. (2001). Contemporary Human Resource Management – Texts and Cases. Prentice Hall, Harlow.

Maryann H. Albrecht (2000) International HRM; Managing Diversity in the Workplace. Blackwell Business.

Pat Joynt and Bob Morton (1999); The Global HR Manager, Creating the seamless organisation. IPD.

SUPPLEMENTARY READING LIST

Crouch, C. (1993): Industrial Relations and European State Traditions. Clarendon. Oxford.

Dunlop, JT. (1958): Industrial Relations Systems. Southern Illinois University Press.

Gunnigle, P and Flood (1990). Personnel Management in Ireland. Gill and MacMillan.

Maybey and Salaman (1995): Strategic Human Resource Management. Blackwell Business.

Monday et al (2002): Human Resource Management, Eight Edition. Prentice Hall.

Pinnington Edwards (2000): Introduction to Human Resource Management. Oxford University Press.

Salaman (1998): Industrial Relations, Theory and Practice, Third edition. Prentice Hall.

NEWSPAPERS, PUBLICATIONS & LIBRARY FACILITIES

Harvard Business Review
International Journal of Human Resource Management
International Journal of Cross Cultural Management
International Journal of Organisational Behaviour

Irish Journal of Management
Journal of World Business

INTERNET WEBSITES

http://www.independent.ie
http://www.irishtimes.com
http://www.eubusiness.com
http://www.ibec.ie/
http://www.cipd.co.uk
http://www.hr-guide.com

http://www.ft.com/home/europe
http://www.economist.com/
http://money.cnn.com/magazines/fortune/
http://www.hrmguide.net
http://www.shrm.org

ASSESSMENT/GRADING

Assignment and presentation: See separate handout for details.

Examination: The examination consists of a series of interrelated questions based on the book and handouts. Students will be given a number of questions out of which they choose three.

Assessment will take the form of:

Assignment	25%
Presentation	10%
Final exam	60%
Participation	<u>5%</u>
Total	100%

Grading

Each component of the course will be assessed separately. Students will be graded according to the attached grading system as outlined in the HETAC Marks and Standards available at: <http://www.hetac.ie/docs/Fina%20English%20Assessment%20and%20Standards%202009.pdf> (p23)

ATTENDANCE

Class attendance is necessary for the achievement of intended learning outcomes. In the case of illness it is the student's responsibility to telephone the College office to notify the lecturer (see *Academic Policies and Procedures* in the ACD Catalogue and the QA Manual).

ACADEMIC DISCIPLINE

Refer to the subsection on Academic Discipline in the current ACD Catalogue and the QA Manual.