

## Course Form for PKU Summer School International 2019

<b>Course Title</b>	<b>International Human Resource Management: West, East, and the Emerging Markets</b>
	国际人力资源管理：东西方与新兴市场
<b>Teaching Staff</b>	YANG Nini San Francisco State University The California State University
<b>First day of classes</b>	July 8, 2019
<b>Last day of classes</b>	July 26, 2019
<b>Credit Hours</b>	2 credits
<b>Course Description</b>	
<b>Objective:</b>	
<p>This course is an advanced seminar in International Human Resource Management. The course is designed to introduce students to the nature of developing and managing human resources in international, multinational, global, and transnational firms. It explores the complexity, challenges, and choices that firms are faced with and strategies they use to effectively develop and manage their international workforce in culturally and geographically diverse environments. The course distinguishes international from domestic HR practices. It provides students with an in-depth understanding of the basic problems inherent in IHRM as well as a sound basis to further explore the international dimensions for future business and career aspirations. The principle focus of this course is the development of global leaders through cross-cultural awareness, interactive learning, comparative research experience, and analysis of the expatriation and repatriation processes. Country-firm specific cases will be incorporated in the multinational context with special attention to comparative human resource management practices, challenges, and the role of HR in global strategic decisions involving diverse countries and regions such as China, India, Europe, and the United States.</p>	
<b>Prerequisites/Target audience</b>	
No prerequisites. Students wishing to take this course is expected to have basic knowledge of international business and comparative management.	
<b>Proceedings of the course</b>	
<p>Participation and discussion constitute a central part in this course. Attendance is mandatory. Students are expected to complete all required readings prior to class meetings and to actively participate in class discussion. Absence without legitimate reasons will lead to deduction in scores for participation and discussion, and in extreme cases, may lead to a student's failure in the course.</p> <p>The proceeding of the course will be based on lectures, case analyses and class discussions,</p>	

and team presentations related to the general themes and specific topics.

### Assignments

Potential Team Projects: Case Analyses and In-class Presentations:

1. Outsourcing from U.K. to India: Conscience or Competitive Edge
2. Balancing Values: An Indian Perspective on Corporate Values from Scandinavia
3. Select a Right Candidate to Saudi Arabia
4. JP Morgan China Hiring and Beyond: Business or Corruption
5. Labor Issues in China: Inside the i-Sweatshops
6. Managing a Diverse Workforce in Indonesia
7. Golden Skis IHR Planning

### Evaluation Details

#### **Assignments and Grades:**

Class participation and attendance:	25 points
Team project:	25 points
Final test:	50 points

\* **Attendance:** 5 points deduction for missing one class with any excuse other than illness.

\* **Team project:** Team projects will be graded on timeliness, preparedness, team coordination, quality and clarity of the presentation, depth of research, comprehensiveness and relevance of the subjects covered, and citations and completeness of the references. 3 points deduction for late submissions within the same day; 5 points deduction for each day past the due date. Late work is not acceptable after two days past the deadline. Students are strongly advised to begin regular and significant work on the team project from the very beginning of the semester, to insure quality work and to avoid any last minute rush or overdue.

\* **Final test:** Approximately 10-15 multiple choice questions and 1-2 essay questions; close book, no make-up, no incomplete grades allowed.

#### **Texts:**

Reading materials will be made available through PKU Summer School arrangements.

- *International Human Resource Management*, 6th edition by P. J. Dowling, M. Festing, & A. D. Engle, Sr (2013), Hampshire, UK: Cengage Learning.
- PPT Slides by Dr. Nini Yang
- Team-based case assignments

#### **Academic Integrity**

Participation in this class commits the students and instructor to abide by a general norm of equal opportunity and academic integrity. It implies permission from students to submit their written work to services that check for plagiarism (such as Turnitin.com). It is your responsibility to familiarize yourself with the definition of plagiarism. Violations of the norm of academic integrity will be firmly dealt with in this class.

**Class Schedule**

(Subject to adjustment)

**Weekly Lecture Topics:**

**Week 2:**

**I. Introduction and Assignments**

- ◇ Define key terms in IHRM
- ◇ Review expatriate management evolution
- ◇ Outline the differences between domestic HRM and IHRM
- ◇ Identify variables that moderate these differences
- ◇ Discover the increasing complexity and potential challenges of current IHRM
- ◇ Discuss trends and emerging challenges in the global work environment in which IHRM functions and activities are conducted
- ❖ **Short case discussion:**
  - Whirlpool's globalization: country selection exercise
  - General Motors' retrenchment in Europe and performance in China: comparative analysis of culture, markets, and institutional environments

**II. Culture and Organizational Context**

- ◇ Cultural concepts
- ◇ Cross-cultural management studies and strategic implications for IHRM
- ◇ Structural responses to international growth: the path to global status
- ◇ Control and coordination mechanisms, including culture and socioeconomic changes
- ◇ Modes of operation used in various international markets
- ◇ Effect of responses on HRM approaches and activities
- ❖ **Short case discussion:**
  - Wal-Mart labor relations practices in Germany vs. China: Is it culture or competition?
  - Mattel's Barbie Dolls in China: Cultural and Strategic Perspectives

**III. Staffing International Operations for Sustained Global Growth**

- ◇ Issues related to various approaches to staffing foreign operations
- ◇ Reasons for using international assignments: position filling, management development, and organizational development
- ◇ Types of international assignments: standard vs. non-standard
- ◇ The role of expatriates and non-expatriates in supporting international business activities
- ◇ The role of inpatriates in the corporate global strategy
- ◇ Return on investment of international assignments
- ◇ The role of the corporate HR functions

❖ **Short case exercise:**

- Staffing a new international venture: host-country nationals, parent country-nationals, third country nationals

**IV. Recruiting and Selecting Staff for International Assignments**

- ◇ The debate surrounding expatriate failure
- ◇ Factors moderating intent to stay or leave the international assignment
- ◇ Selection criteria and procedures for international assignments
- ◇ Equal employment opportunity issues: law enforcement, policies, and social norms
- ◇ Dual-career couples
- ◇ Gender and family issues for international assignments
- ❖ **What's in the news:**
  - Current cases and critiques as related to topics covered in the course

**Week 3:**

**V. International Training and Development**

- ◇ Define and contrast between training and development
- ◇ The role of training in supporting expatriate adjustment and on-assignment performance
- ◇ Components of effective pre-departure training programs such as cultural awareness, preliminary visits and language skills. Relocation assistance and training for trainers are also addressed
- ◇ Effectiveness of pre-departure training
- ◇ Developmental aspect of international assignments and its relation to international career paths
- ◇ Training and developing international management teams
- ◇ Trends in international training and development

**VI. International Compensation**

- ◇ Examine the complexities that arise when firms move from compensation at the domestic level to compensation in an International context
- ◇ Detail the key components of international compensation
- ◇ Outline the two main approaches to international compensation and the advantages and disadvantages of each approach
- ◇ Examine the special problem areas of taxation, valid international living cost data and the challenge of managing compensation among parent-country nationals, host-country nationals, and third-country nationals
- ◇ Examine the recent developments and global compensation issues.

❖ **What's in the news:**

- Current cases and critiques as related to topics covered in the course

**VII. HRM in the Host Country Context**

- ◇ Identify and discuss drivers that shape the interplay between global standardization and localization of HR practices in the multinational context
- ◇ Standardization drivers such as MNE strategy and structure, maturity and age, and corporate culture
- ◇ Localization drivers such as the host country's cultural and institutional environment, the mode of operation and subsidiary role
- ◇ Outline measures which support the development of a balance of globalization and localization of HRM
- ◇ Address business ethics and the global code of conduct
- ◇ Discuss strategic importance of offshoring and implications for IHRM

❖ **Offshoring: HRM in the Host Country Context**

- India vs. China as important offshoring locations
- Comparing and Assessing HRM Issues in Emerging Markets

**Week 4:**

**VIII. International Industrial Relations**

- ◇ Cross-cultural difference in industrial relations and collective bargaining
- ◇ Discuss key issues in industrial relations and the policies and practices of multinationals
- ◇ Examine the potential constraints that trade unions may have on multinationals.
- ◇ Outline key concerns for trade unions.
- ◇ Discuss recent trends and issues in the global workforce context.
- ◇ Discuss the formation of regional economic zones such as the European Union, and impact of opponents to globalization.
- ◇ Transition of the organized labor in emerging markets: China

❖ **What's in the news:**

- Current cases and critiques as related to topics covered in the course`

**IX: Team Presentations**

- ◇ Team presentations (plan for approximately 30 minutes per team plus class discussion)

**X: Conclusion**

- ◇ Final test

**End of Class  
Have a Nice Summer!**