



LSE-PKU Summer School **Beijing, China**

LSE-PKU Summer School 2020

LPS-MG202 | Human Resource Management in Multinational Corporations: A Focus on Asia

Course Outline Instructor

Dr Chunyun Li has been an Assistant Professor at the Department of Management at LSE since 2015. She has conducted intensive interviews with and participant observation of workers, activists, and managers regarding workplace conflicts in various firms in China. Her articles have appeared on British Journal of Industrial Relations and Industrial and Labor Relations Review. She has taught 'International and Comparative Employment Relations' and 'Globalization and Human Resource Management' at LSE. She was elected as one of the 'top ten teachers' at the Department of Management in 2017.

Course Summary

This course focuses on cutting-edge human resource management (HRM) issues in multinational corporations (MNCs) operating in or originated from Asia. As such, it will combine lectures on relevant research on particular HRM problems with case studies of practical dilemmas and potential solutions at specific Asia-related MNCs. It is problem-centred and case-based.

The HR problems that have been selected are those that global HR practitioners have mentioned as being the most significant ones. For example, how to design a compensation system for a US-based MNC's subsidiary in China? How do China-based MNCs implement a performance management system for employees in developed countries or facilitate knowledge sharing after acquiring units in advanced economies? The cases (often from Harvard Business School Cases) will show what some Asia-related MNCs did to address particular issues and further challenges they faced.

Each day will contain a lecture covering extant theory to bear on the topic as well as typical practices, which will be followed by a class that analyse specific case. Students will read one or two academic articles on the topic and one case before each day's lecture and class. The lecture and cases will examine (1) challenges and potential strategies to manage talent, performance, compensation, international assignment, and diversity across different Asian countries including India, China, Japan, and South Korea; (2) HRM issues and strategies during organizational structural change including workforce restructuring, merger and acquisition, and outsourcing/offshoring; (3) MNCs' corporate social responsibility programs and HRM/employment relationship policies extended to their supply chains in Asia.

Prerequisites

There are no prerequisites for this course.

Assessment

One case memo (1000 words). The case memo must provide a solution to the case, a justification for the solution, and integrate the solution with theory or debates in HRM. This is due at the beginning of week two and students should focus on cases from week one (worth 40% of the final mark).

In class case analysis (worth 10% of the final mark).

A final take-home examination (1000 words), participants will be given a new case on Thursday 15th August and will be required to submit their case analysis by 4.30PM on Friday 16th August (worth 50% of the final mark).

Course Tentative Reading List

Below you will find a list of the main texts that will be used during the course: A full reading list and electronic course pack will be provided to registered students approximately six weeks before the beginning of the programme.

Stahl, Ganter K., Ingmar Bjarkman, Elaine Farndale, and Shad Morris. 2012. "Six Principles of Effective Global Talent Management." *MIT Sloan Management Review* 53 (2): 25–34.

Boselie, Paul, Elaine Farndale, and Jaap Paauwe. 2012. "Comparing Performance Management across Contexts." In *Comparative Human Resource Management*, by Chris Brewster, Wolfgang Mayrhofer, and Farndale, 369–92. Cheltenham, UK: Edward Elgar Publishing.

Festing, Marion, Judith Eidems, and Susanne Royer. 2007. "Strategic Issues and Local Constraints in Transnational Compensation Strategies: An Analysis of Cultural, Institutional and Political Influences." *European Management Journal* 25 (2): 118–31.

Ployhart, Robert, Jeff Weekley, David Collings, Geoffrey Wood, and Paula Caligiuri. 2018. "Recruitment and Selection in Global Organizations: A Resource-

Based Framework." In *The Routledge Companion to International Human Resource Management*. London: Routledge.

Barak, Michalle E.M. 2016. "Diversity Management: Paradigms, Rationale, and Key Elements." In *Managing Diversity: Toward a Globally Inclusive Workplace*, 4th ed., 208–23. Los Angeles: SAGE Publications.

Pulignano, Valeria, and Maarten Keune. 2015. "Understanding Varieties of Flexibility and Security in Multinationals: Product Markets, Institutional Variation and Local Bargaining." *European Journal of Industrial Relations* 21 (1): 5–21.

Aguilera, Ruth V., and John C. Dencker. 2004. "The Role of Human Resource Management in Cross-Border Mergers and Acquisitions." *The International Journal of Human Resource Management* 15 (8): 1355–70.

Aron, Ravi, and Jitendra V. Singh. 2005. "Getting Offshoring Right." *Harvard Business Review*, 83(12):135-143.

Porter, Michael E., and Mark R. Kramer. 2006. "Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility." *Harvard Business Review*, 84(12):78-92.