

**MODULE: INTERNATIONAL HUMAN RESOURCES MGMT**

**CODE: BABS-3-1-09**

**Stage: III**

**Number of Credits: 4 semester credits / 6 quarter units**

**Theme: Human Resources**

**Assessment Weighting: 40% Coursework  
60% Examination**

## **INTRODUCTION**

This module draws on previously studied subjects in stage 1 and stage 2 of the programme and is designed to deepen students' understanding of the strategic management of human resources in an international organisation. The module covers the influence of cross-cultural issues on organisations, and examines factors involved in selecting and managing an international workforce. Students will evaluate industrial relations and labour laws from the perspective of managing an international organisation, and will address key issues such as employee development, and expatriation /repatriation.. Students will also acquire the necessary skills and knowledge to plan and develop a suitable IHRM training and development strategy for an international workforce.

## **AIMS**

To provide students with:-

A clear understanding of the various purposes and principles underlying contemporary International Human Resource Management

The ability to critically analyse the scope of emerging issues in managing a global workforce

An in-depth understanding of the changing HR environment from a global perspective, and the implications for managing people and their work

An understanding of how to plan and apply an effective IHRM strategy for an organisation

An appreciation of the issues involved in training, development and co-ordination of an international workforce

An awareness and understanding of the sociological and cultural diversity of an international workforce

The ability to evaluate European social policy and European Industrial Relations

A working knowledge of some contemporary approaches to International Human Resource Management

## **LEARNING OUTCOMES**

On completion of this module successful students will be able to:

Possess an extensive understanding of the factors underlying the globalisation of Human Resource Management

Critically evaluate the impact of international changes and trends in the environment, competition and the dynamics of the labour force on HRM within organisations

Appreciate the influences of cross-cultural issues within organisations

Understand the issues to be considered when selecting and managing an international body of employees

Appraise the contribution of communications and intercultural skills training programmes in managing a cross-cultural workforce

Understand the legal and ethical environment within which international HRM must operate

Review global practices in compensation, benefits and reward systems and assess the impact of global practice on organisations operating internationally

Examine the factors affecting expatriate managers and employees

Understand the complex body of knowledge pertaining to European Social Policy and European Industrial Relations and understand how these affect international organisations

Communicate effectively during group-work and take responsibility for determining and achieving appropriate outcomes when working in groups

## **SYLLABUS**

The Globalisation of Human Resource Management

Introduction and Overview of Domestic HRM and IHRM

The professionalism of HRM

International trends in the labour force

The impact of the environment, competition and the dynamics of the labour force on IHRM

Selecting and Managing International Workforce

The influences of cross-cultural issues on organisations

Selection, evaluation and coaching of international employees

Developing Planning, Communications and Intercultural skills to manage a cross-cultural workforce  
Global training and appraisal systems for a cross-cultural workforce  
Compensation and performance measure: an international perspective

#### International Organisations and Industrial Relations

Corporate Culture and change  
Policies and practices of multi-national companies  
Employment and Labour Laws: an international perspective  
The influence of Trade Unions  
Equal Opportunities  
Employment relations

#### International Compensation and Benefits

Theory of Employee Development  
Objectives of International Compensation  
Benchmarking global practices  
Motivation and Reward systems  
Problems with global compensation

#### Expatriation and Repatriation

Characteristics of effective expatriate managers  
The role of family  
Dealing with culture shock  
Successful repatriation practices

#### Legislation and the international workforce

Legislation and the international workforce  
Employment Law  
Trade Unions and negotiations

#### European Social Policy and Industrial Relations

Social Cohesion  
Working Terms and Conditions  
Equal Opportunities

### **TEACHING AND LEARNING METHODS**

Lectures will primarily be used to introduce new topics in international HRM, while tutorials will focus on discussion of topics and case study analyses dealing with recent and current developments within HRM in the international environment. Tutorials will also provide a forum for participation in role-play exercises. Guest speaker/student seminars will also be used to deepen their understanding and to reinforce their presentation skills. Extensive reading of core text and reading material will also be required prior to lectures and tutorials.

## **ASSESSMENT**

40% of the marks have been allocated to the course work and may require students to work independently and to some extent as part of a team to develop a suitable IHRM training and development strategy for an international workforce. The remaining 60% of the marks are reserved for an end of semester examination.

## **PRIMARY READING LIST**

Dowling, PJ, Welsh, D.E & Schuler R.S. (2000) *International Human Resource Management 4<sup>th</sup> edition*, South Western Publishing, Cincinnati

## **RECOMMENDED READING**

Tayeb, M.B.(1997), *The Management of a Multinational Workforce*, Wiley & Sons

Nankervis, A.R. Compton, R.L. & Baird, M (2002), *Strategic Human Resource Management*, Nelson Thomson