

MODULE: INTERNATIONAL HUMAN RESOURCE MANAGEMENT (course code BAIHH-IHR)

Griffith College Dublin – International Hospitality Management

Fall Semester

PRE-REQUISITE: 2 years Human Resources study

Overview

This module draws on previously studied subjects including Organisational Behaviour and Human Resource Management in Stage 2 of the programme and is designed to deepen learners' understanding of the strategic management of human resources in an international setting. The module covers the influence of cross-cultural issues on organisations, and examines factors involved in selecting and managing an international workforce. Learners evaluate industrial relations and labour laws from the perspective of managing an international organisation, and address key issues such as employee training and development, expatriation /repatriation and compensation issues. In the course of the module learners evaluate and appraise relevant theory in order to inform their practice as business managers.

This module aims to provide learners with an understanding of:

- The various purposes and principles underlying contemporary International Human Resource Management in the hospitality industry.
- The ability to critically analyse the scope of emerging issues in managing a global workforce
- An in-depth understanding of the changing HR environment within an international workforce, and the implications for managing people and their work.
- An understanding of how to plan and apply an effective IHRM strategy for an international 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 especially in relation to the hospitality industry.

- The ability to evaluate European social policy and European Industrial Relations.

Module Content

The Globalisation of Human Resource Management

- Introduction and overview of domestic HRM and IHRM
- International trends in the labour force
- The impact of the environment, competition and the dynamics of the labour force on HRM
- Challenges of IHRM
- IHRM role and reasons for its growth
- IHRM and strategy
- Models of IHRM

Selecting and managing an international workforce

- Approaches to managing and staffing in an international context
- 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
- Types of international companies and the role of the corporate HR function
- Global training and appraisal systems for a cross-cultural workforce
- Challenges to developing global managers
- Training, monitoring and development of international staff

International compensation and benefits

- Objectives of international compensation
- Compensation and performance management: An international perspective

- Benchmarking global practices
- Motivation and reward systems
- International performance management
- Problems with global compensation

Expatriation and repatriation

- Reasons for expatriation
- Characteristics of effective expatriate managers
- Selection of expatriates
- The role of family
- Dealing with culture shock
- Reasons for expatriate failure
- The repatriation process
- Successful repatriation practices

International organisations and industrial relations

- Corporate culture and change
- Multi-national companies and their approaches to industrial relations
- Employment and labour Laws: an international perspective
- The influence of trade unions
- Equal opportunities
- Employment relations

Legislation and the international workforce

- Legislation and the international workforce
- Comparative HRM in Europe, Asia and USA
- Employment law
- Trade unions and negotiations

European social policy and Industrial Relations

- European Union and social policy

- EU directives and multinational companies
- Working terms and conditions
- Equal opportunities
- Common minimum standards and global values.