

## Subject Description Form

<b>Subject Code</b>	MM4181
<b>Subject Title</b>	International Human Resource Management
<b>Credit Value</b>	3
<b>Level</b>	4
<b>Normal Duration</b>	1-semester
<b>Pre-requisite/ Co-requisite/ Exclusion</b>	<b>Pre-requisite:</b> Human Resource Management (MM3111) or International Business (MM4341) or Global Business Management (MM4342) or equivalent
<b>Role and Purposes</b>	To provide students who have a specialist interest in human resource management with an opportunity to further examine the relevant HRM functions and practices of global and international firms across nations ( <b>BBA Outcome 10</b> ). This subject will enable students to develop a global outlook through learning, analyzing, theorizing and synthesizing the relevant HRM practices and concepts by making links with social, political, economic and cultural contexts with the awareness of ethical issues in the global business environment. ( <b>BBA Outcomes 2 &amp; 4</b> )
<b>Subject Learning Outcomes</b>	Upon completion of the subject, students will be able to: <ul style="list-style-type: none"><li>a. demonstrate a broad knowledge of HRM strategies, policies and practices across a range of cultures and nations (<b>BBA Outcome 2</b>);</li><li>b. understand and identify the differences between the international and domestic dimensions of the operational aspects of HRM including recruitment and selection, training and development, payment systems, performance management and industrial relations (<b>BBA Outcomes 2 &amp; 10</b>);</li><li>c. demonstrate an understanding of the management of expatriate employees and the problems that confront expatriate managers;</li><li>d. to analyse, apply and reflect on international HRM activities in relation to global ethical issues in the work place (<b>BBA Outcomes 4 &amp; 10</b>);</li><li>e. enhance their critical thinking, theorising and synthesising abilities and apply them to problem-solving in the field of managing people internationally and domestically (<b>BBA Outcome 10</b>).</li></ul>

**Subject Synopsis/  
Indicative Syllabus**

**Differences Between International and Domestic HRM**

An overview of the differences between IHRM and domestic HRM together with the increasing complexity and potential challenges of contemporary IHRM. The focus is on the current global work environment, looking at the forces for change that have prompted managerial responses and their implications for the way people are now managed in multinationals.

**An International Perspective: Cultural and ideological issues on the employment relationship**

Realigning the relevant HRM practices and strategies within various cultural contexts. The impact of globalization on IHRM. The debate about the convergence and divergence hypotheses. The implications of Hofstede's Four Cultural Dimensions and Hall and Hall's high and low contexts for IHRM.

**Staffing International Operations for Sustained Global Growth**

Issues relating to staffing foreign operations. The reasons for using international assignments. Various types of international assignments. The role of expatriates and non-expatriates in supporting international business activities. Return on investment from international assignments.

*Jun 2017 (4YC, 2017/2018) MM4181 International Human Resource Management*

**International Recruitment and Selection**

A comparison of methods of recruitment and selection in the international context. The myth of the global manager. The debate surrounding expatriate failure. Selection criteria for international assignments. Dual career couples. Are female expatriates different?

**International Training and Development**

The role of training in supporting expatriate adjustment and on-assignment performance. Components of effective pre-departure training and the effectiveness of pre-departure training. The developmental aspect of international assignments. Trends in international training and development.

**Performance Management and compensation in International Organisations**

Discussion of the major factors associated with appraisal of expatriate managerial performance. The control and constraints of MNCs performance management. Variables affecting the performance of expatriates. Career planning and repatriation. What are the key determinants in the host country that will influence the performance of the expatriate? The objectives of compensation. Expatriate compensation and benefits. The tensions between different compensation policy options.

**The Changing Perspectives of Industrial Relations**

Review of the key issues in international industrial relations. Auditing the trade union policies across nations: the relationships between employees, employers, governments and trade unions.

**The Challenges of Ethical Conduct to International HRM**

Review of the forces that shape ethical conduct. Ethics in business management. The impact of national cultures on ethical management. International HRM-related ethics activities.

*Jun 2017 (4YC, 2017/2018) MM4181 International Human Resource Management*

<b>Teaching/Learning Methodology</b>	There are two hours of lecture and a one-hour tutorial each week. They are intended to complement the reading and practical work. They will put the questions and methods of IHRM into context with the aim of stimulating students' knowledge sharing, developing their management skills and sharpening their critical appreciation. Students will participate in group discussions, case studies, exercises, role plays and group presentations in order to demonstrate their understanding as well as skills of theorising, hypothesising, recommending and reflecting on the relevant IHRM issues. Students will be assessed by means of group presentation, group project writing, mid-term test and examination.																																																																			
<b>Assessment Methods in Alignment with Intended Learning Outcomes</b>	<table border="1" data-bbox="432 412 1458 887"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="5">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> <th rowspan="2"></th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> <th>e</th> </tr> </thead> <tbody> <tr> <td><b>Continuous Assessment</b></td> <td><b>60%</b></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1. In-class participation</td> <td>10%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>2. Group project</td> <td>25%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>3. Individual assignment</td> <td>25%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td><b>Examination</b></td> <td><b>40%</b></td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td><b>Total</b></td> <td><b>100 %</b></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p data-bbox="432 887 1495 965"><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p data-bbox="432 965 1495 1104">To pass this subject, students are required to obtain Grade D or above in <b>BOTH</b> the Continuous Assessment and Examination components.</p>							Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d	e	<b>Continuous Assessment</b>	<b>60%</b>							1. In-class participation	10%	✓	✓	✓	✓	✓		2. Group project	25%	✓	✓	✓	✓	✓		3. Individual assignment	25%	✓	✓	✓	✓	✓		<b>Examination</b>	<b>40%</b>	✓	✓	✓	✓	✓		<b>Total</b>	<b>100 %</b>						
Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)																																																																		
		a	b	c	d	e																																																														
<b>Continuous Assessment</b>	<b>60%</b>																																																																			
1. In-class participation	10%	✓	✓	✓	✓	✓																																																														
2. Group project	25%	✓	✓	✓	✓	✓																																																														
3. Individual assignment	25%	✓	✓	✓	✓	✓																																																														
<b>Examination</b>	<b>40%</b>	✓	✓	✓	✓	✓																																																														
<b>Total</b>	<b>100 %</b>																																																																			

	<p data-bbox="432 1205 1495 1305"><b>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</b> the various methods are designed to ensure that all students taking this subject –</p> <ol data-bbox="480 1323 1495 1637" style="list-style-type: none"> <li>1. To engage in a case-study group project to apply theories to practice.</li> <li>2. To write an individual assignment that explores a certain topic/area of IHRM in greater depth.</li> <li>3. To present a group project that demonstrates conceptual knowledge and application of the relevant practices.</li> <li>4. To take a closed-book examination to demonstrate conceptual and analytical skills by presenting arguments for and/or against certain topics based on theories, and if and when appropriate, taking circumstantial practicalities into consideration.</li> </ol> <p data-bbox="432 1653 1495 1720">Feedback is given to students immediately following the presentations and all students are invited to join this discussion.</p>	
<b>Student Study Effort Expected</b>	Class contact:	
	▪ Lectures	26Hrs.
	▪ Tutorials	13Hrs.
	Other student study effort:	
	Preparation for lectures	42Hrs.

	<ul style="list-style-type: none"> <li>▪ Preparation for assignment / group project and presentation / examination</li> </ul>	42Hrs.
	Total student study effort	123Hrs.
<b>Reading List and References</b>	<p><b><i>Recommended Textbook</i></b></p> <p>Dowling, P., Festing, M. &amp; Engle, A.D. Sr., (2013), <i>International Human Resources Management</i>, 6<sup>th</sup> ed., London: Thomson Learning.</p> <p><i>(This text will be used extensively throughout the course)</i></p> <p><b><i>Supplementary Reading-books</i></b></p> <p>Lucas, R., Lupton, B. &amp; Mathieson, H., (2006), <i>Human Resource Management in an International Context</i>, London: CIPD</p> <p>Edwards, T. &amp; Rees, C., (2006), <i>International Human Resource Management: Globalization, National Systems and Multinational Companies</i>, London: Financial Times/ Prentice Hall.</p> <p>Nankervis, A., Chatterjee, S. &amp; Coffey, J., (eds.), (2006), <i>Perspectives of Human Resource Management in the Asia Pacific</i>, Sydney: Pearson Education</p> <p>Buchanan, D. &amp; Huczynski, A., (2010), <i>Organisational Behaviour- an Introductory Text</i>, London: Prentice Hall</p> <p>Crainer, S., (2000), <i>The Management Century: a Critical Review of 20<sup>th</sup> Century Thought and Practice</i>, San Francisco: Jossey Bass</p> <p>Francesco, A. M. &amp; Gold, B. A., (2005), <i>International Organizational Behavior</i> (2nd ed.), Upper Saddle River, NJ: Pearson Education.</p> <p>Armstrong M. &amp; Baron, A, (2007), <i>Managing Performance—Performance Management in Action</i>, London: CIPD.</p>	

***Supplementary Reading: Academic Journals***

The following journals and other publications should prove useful reference points for coursework. Students should keep abreast of key issues in IHRM, browsing them regularly:

Academy of Management Journal

International Journal of Human Resource Management

Human Relations

Asia Pacific Journal of Human Resource Management

Human Resource Management (USA)

Industrial Relations Journal

Journal of Management Studies

International Business Review

European Industrial Relations Review

Harvard Business Review

Sloan Management Review

***Other Publications***

The Economist, especially special issues focusing on one country

Time magazine

Wall Street Journal