

Module: International Human Resources Management

Allocation of Marks: 40% Continual Assessment
60% Final Examination

Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Assess the impact of international changes and trends in the environment, competition and the dynamics of the labour force on HRM in international organisations
2. Evaluate the existing global training and appraisal systems for a cross-cultural workforce.
3. Examine industrial relations policies and practices within multinational organisations in a range of industries.
4. Determine global practices in compensation, benefits and reward systems and their impact on organisations operating internationally
5. Assess the legal and ethical environment within which international HRM must operate.
6. Compile the issues to be considered when selecting and managing an international body of employees with particular focus on expatriate managers.
7. Demonstrate an advanced understanding of the importance of professional practice in managing a culturally diverse workforce in international organisations.
8. Discuss ideas clearly and professionally the context of International HRM

Module Objectives

This module builds on previously studied subjects including Organisation Behaviour and Human Resource Management in Year 2 and is designed to deepen the learners' understanding of the strategic management of human resources in an international organisational 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.

Module Curriculum

Introduction to HRM

- Factors that differentiate International from Domestic
- Globalisation of HRM
- Models of IHRM

International Approaches to Managing and Staffing

- Perlmutter's Operations
- Types of International Employees

Motives for International Transfers

- Position filling
- Organisational development
- Management Development

Culture and IHRM

- Four stages of culture shock
- Cross cultural competence
- Hofstede's dimensions of culture

Expatriation

- Expatriate roles and characteristics
- Criteria for selection
- Female expatriates

Expatriate Failure and Repatriation

- Reasons for failures on assignments
- Opportunities for improvement
- The Repatriation Process
- Failure of Repatriation
- Successful Practices

International Compensation Management

- Objectives of a compensation programme
- Approaches to international compensation
 - Going rate and balance sheet
- Components of compensation package

International Performance Management

- Challenges to monitoring international employees
- Appraisal and feedback
- Contextual issues

Training and Development in the Global Enterprise

- Cross cultural training
- Effective CCT programmes
- Roles and Goals of Expatriate Training
- Components of Expatriate Training
- HCN and TCN Training
- eCCT

International Management Development

- Approaches
- Developing Global Leaders
- Global Leadership Development Programmes

Employee Relations/Industrial Relations

- MNCs approaches to Industrial relations
- Trade Unions and MNCs

Global Values

- International Corporate Codes of Conduct