

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

(Subject to slight changes)

Date	Time	Topics	Mandatory readings
17 th Oct'14	1700-1730	Kick-off meeting (mandatory attendance!)	Course syllabus
PART I: Context & Practices in IHRM			
25 th Oct'14 Session – 1	1530-1615	Introduction, strategic HRM, international HRM	Pinnington (2011)
	1615-1645		Romani (2011)
25 th Oct'14 Session – 2	1700-1815	Culture in International HRM	Crawley, Swailes, & Walsh (2013)
25 th Oct'14 Session – 3	1830-1945	Institutions in International HRM	Lucio & MacKenzie (2011)
26 th Oct'14 Session – 4	0855-0940	Regulation and change in global employment relations	Edwards (2011)
	0945-1015	Presentation 1	Heffernan et al. (2011)
26 th Oct'14 Session – 5	1025-1140	The transfer of employment practices across borders +	Burnett & Von Glinow (2011)
26 th Oct'14 Session – 6	1145-1300	Presentation-2	Reiche & Harzing (2011)
08 th Nov'14 Session – 7	1530-1615	High performance work systems: International evidence +	De Cieri & Bardoel (2011)
	1615-1645	presentation 3	Zhu, Rowley, & Warner (2011)
08 th Nov'14 Session – 8	1700-1815	Rewards in the international context	Khan & Ackers (2004)
08 th Nov'14 Session – 9	1830-1945	Presentation-4	
09 th Nov'14 Session – 10	0855-0940	International assignments +	Cooke (2011)
	0945-1015	presentation 5	
PART II: Contemporary issues in IHRM			
09 th Nov'14 Session – 11	1025-1140	Global work-life management +	
09 th Nov'14 Session-12	1145-1300	presentation 6	
22 nd Nov'14 Session-13	1700-1815	HRM in the Chinese context +	
22 nd Nov'14 Session-14	1815-1945	presentation 7	
23 rd Nov'14 Session-15	0855-0940	Managing human resources in Sub-Saharan Africa +	
23 rd Nov'14 Session-16	0945-1015	presentation 8	
23 rd Nov'14 Session-17	1025-1140	Managing human resources in Sub-Saharan Africa	
23 rd Nov'14 Session-18	1145-1300	Presentation 9	

06 th Dec'14 Session - 19	1700-1815	Social responsibility and sustainability in HRM +	
06 th Dec'14 Session- 19	1815-1945	presentation 10	

On the presentations: (*Some of the Case-Studies & Movies (5, 8, 9 & 10 may be subject to Change and availability)*)

Read the mandatory texts. Watch the movie, if a movie is assigned to your topic. Clarify the question you would like to address in your presentation. It can be similar to the questions mentioned as examples. It may also focus on some other aspect of the overall topic, perhaps certain countries or companies you're interested in. To clarify your question and then help to answer it, you should then look for additional material, in particular scientific literature (journal articles, books) and cross-country data. Moreover, if a movie is assigned to your topic, you are expected to illustrate theories and concepts by showing some scenes in class during your presentation.

1. Regulation and change in global employment relations Movie: Human Resources (Dir.: Laurent Cantet, 1999)

Example questions: What are the main characteristics of employment relations in France? How does the level of labor disputes (strikes and lockouts) differ between countries? What are the main ideas behind the regulation vs. de-regulation debate?

2. The transfer of employment practices across borders **Movie of Outsourced.**

Movie: Gung Ho (Dir.: Ron Howard, 1986)

Example questions: When do multinational companies transfer employment practices? What are advantages and disadvantages of a transfer of practices? Does the transfer of employment practices lead to a worldwide convergence of national institutional settings?

3. High performance work systems: International evidence **The high potential program in Lenovo.**

Movie: work hard - play hard (Dir.: Carmen Losmann, 2011)

Example questions: What do companies expect by implementing high performance work systems? Are there any relations between high performance work systems and the quality of work life? Do high performance work systems have an impact on the work-life balance of employees?

4. Rewards in the international context; and/or Case Study Option: **In a world of pay**

Look up 2 to 3 Austrian start-ups (not older than five years) and analyze their internationalization with respect to HRM and reward systems. What does international HRM mean for the reward systems of born global firms?

5. International assignments : and/or **Toivonen Paper in the US: Human resource implications for foreign corporate ownership**

Case study: Richard Debenham in Vienna: Between Velvet Divorce and the Sydney Olympics (the case is to be found in Reiche & Harzing, 2011).

6. Global work-life management

Movie: Up in the air (Dir.: Jason Reitman, 2009)

Example questions: What's your definition of work-life balance? Are differences in levels of satisfaction with the work-life balance to be explained by individual, organizational or societal factors? What are the challenges of global work-life management?

7. HRM in the Chinese context

Case study: Establishing an "ECL" Culture in China: Organizational Difference or National Difference? (HBS case number: HKU155-PDF-ENG).

8. Managing human resources in Sub-Saharan Africa I

Look up 2 to 3 Austrian companies with operations in Sub-Saharan Africa. What is their rationale for operating there? Identify their major HRM-related challenges while operating in Sub-Saharan Africa.

9. Managing human resources in Sub-Saharan Africa II

Case study: AES in Nigeria (HBS case number: IB29-PDF-ENG).

10. Social responsibility and sustainability in HRM

Case study: Foxconn Technology Group (HBS case number: 112002-PDF-ENG).

References

- Burnett, Meredith; Von Glinow, Mary Ann (2011). Total Rewards in the International Context. In: Anne-Wil Harzing; Pinnington, Ashly H.: International Human Resource Management. 3rd ed. London: Sage: 468-503.
- Cooke, Fang Lee (2011). Social Responsibility, Sustainability, and Diversity of Human Resources. In: Anne-Wil Harzing; Pinnington, Ashly H.: International Human Resource Management. 3rd ed. London: Sage: 583-624.
- Crawley, Eileen; Swales, Stephen; & Walsh, David (2013). Introduction to international human resource management. Oxford: Oxford University Press: 96-122.
- De Cieri, Helen; Bardoel, Helen (2011). Global Work-Life Management in Multinational Corporations. In: Anne-Wil Harzing; Pinnington, Ashly H.: International Human Resource Management. 3rd ed. London: Sage: 538-558.
- Edwards, Tony (2011): The Transfer of Employment Practices Across Borders in Multinational Companies. In: Anne-Wil Harzing; Pinnington, Ashly H.: International Human Resource Management. 3rd ed. London: Sage: 267-290.
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- Khan, Alhajie Saidy; Peter Ackers. Neo-pluralism as a theoretical framework for understanding HRM in sub-Saharan Africa. *The International Journal of Human Resource Management* 15 (2004)7: 1330-1353.
- Lucio, Miguel Martínez; Mackenzie, Robert (2011). Regulation and Change in Global Employment Relations. In: Anne-Wil Harzing; Pinnington, Ashly H.: International Human Resource Management. 3rd ed. London: Sage: 559-582.
- Pinnington, Ashly H. (2011): Strategic Management and IHRM. In: Anne-Wil Harzing; Pinnington, Ashly H.: International Human Resource Management. 3rd ed. London: Sage: 13-46.
- Reiche, Sebastian; Harzing, Anne-Wil (2011). International assignments. In: Anne-Wil Harzing; Pinnington, Ashly H.: International Human Resource Management. 3rd ed. London: Sage: 185-226.
- Romani, Laurence (2011): Culture in International Resource Management. In: Anne-Wil Harzing; Pinnington, Ashly H.: International Human Resource Management. 3rd ed. London: Sage: 79-118.
- Zhu, Ying; Rowley, Chris; & Warner, Malcolm (2011). Global and Local Resourcing. In: Anne-Wil Harzing; Pinnington, Ashly H.: International Human Resource Management. 3rd ed. London: Sage: 415-439.