

MODULE SPECIFICATION – UNDERGRADUATE PROGRAMMES

KEY FACTS

Module name	International Human Resources Management
Module code	BS3207
School	Cass Business School
Department or equivalent	UG Programme
UK credits	15
ECTS	7.5
Level	6
Delivery location (partnership programmes only)	

MODULE SUMMARY

Module outline and aims

As the process of globalization and rapid technological advances spreads, very different global market reality is emerging. You do not need to travel to be faced with this global world - its diversity and complexity comes to you. This elective in International Human Resource Management has been designed to prepare you for successful careers in the complex, global and diverse workplace. As the managers of tomorrow, you need to adopt flexible patterns of thinking and behaviour to succeed. The module is designed, therefore, to equip you with essential knowledge about the critical aspects of operating in the international context as an individual, as well as with the knowledge on the factors affecting effective HRM practices internationally. It builds on prior knowledge and understanding of HRM and analyses people management developments within comparative perspectives, demonstrating how national culture affects HRM on individual, group and company perspectives.

The module will:

Explore major practices and issues that differentiate international HRM from single country practice and will assess the latest thinking on IHRM.

Provide the review of different organisations international HR practices and make recommendations for change.

Explore differences in HR of western multinational corporations and multinationals from developing countries.

Identify the essential competencies of a global HR manager and assess current best practices.

Explore factors influencing patterns of HRM practices internationally, both from cultural and institutional perspectives. Specifically, it will present the factors of institutional context (religion, educational system, labour law and regulations, trade unions, economic system, relations with government) and of cultural context (values, traditions,

attitudes).

On successful completion of this module, you will be expected to be able to challenge existing viewpoints and develop analytical, comparative skills, as well as your cultural awareness and Cultural Intelligence.

Content outline

- Domestic versus IHRM.
- Main theoretical developments in IHRM: best fit and best practice.
- Convergence versus Divergence theory. Institutional versus cultural perspectives.
- HRM in Multinationals (MNCs)
- Global Workforce: Management of Expatriates
- Cross-cultural Contact: Individual and Group Perspective
- Comparative HRM: Anglo-Saxon Model.
- Comparative HRM: European Model.
- Comparative HRM: Post-colonial Model.
- Comparative HRM: Asian Model.

Pre-requisite Module

BS2201 Management of Human Resources

WHAT WILL I BE EXPECTED TO ACHIEVE?

On successful completion of this module, you will be expected to be able to:

Knowledge and understanding:

- Demonstrate knowledge of specifics in International HRM and comparative HR - terminology, basic concepts, facts
- Demonstrate knowledge of the universals and theories in a field of international and comparative HR
- Demonstrate knowledge of different human resource practices and models along the best fit - the best practice dichotomy
- Demonstrate comprehension and understanding of different cultural and institutional contexts and how they affect HRM

Skills:

- Analysis - examine and break information into parts by identifying causes of national and cultural differences in people management practices and methods
- Synthesis - compile information on IHRM by analysing HR practices of different international corporations and organisations
- Comparing - organize, compare and interpret different international HR practices in a systematic way
- Evaluation - present and defend opinions by making judgements on international HR and people management in different countries. These judgments will be made with awareness of possible cultural biases and stereotypes as well as prejudices.
- Application - use new knowledge on international and comparative HR to solve problems in new contexts both on an organisational and individual level by applying acquired knowledge, techniques and principles

Values and attitudes:

- Cultural awareness - be aware of explicit and implicit cultural differences in people management
- Ethics - attach values of ethical and moral standards to international HR practices, depending on their cultural origin and contexts
- Tolerance and sensitivity - show consideration towards different cultural values and principles
- Cultural Intelligence - recognize, interpret and act upon cultural differences

HOW WILL I LEARN?

Each week there will be two contact hours: one hour lecture and one hour group presentations.

Teaching pattern:

Teaching component	Teaching type	Contact hours	Self-directed study hours	Placement hours	Total student learning hours
Lectures	Lecture	20	130	0	150
Totals		20	130	0	150

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessments

Coursework and exam.

Coursework:

Class presentation on a National Company (weighted 10%).

Group Project on Comparative HRM systems: presentation (weighted 10%) and a written report (weighted 20%).

During presentations, group peer feedback is exercised, it is kept anonymous, typed and distributed to students together with their grade for developmental reasons.

Assessment pattern:

Assessment component	Assessment type	Weighting	Minimum qualifying mark	Pass/Fail?
Coursework	Project output (other than dissertation)	20	0	N/A
Coursework	Oral assessment and presentation	20	0	N/A
Examination – 2.25 hours	Written Exam	60	0	N/A

Assessment criteria

Assessment Criteria are descriptions of the skills, knowledge or attributes students need to demonstrate in order to complete an assessment successfully and Grade-Related Criteria are descriptions of the skills, knowledge or attributes students need to demonstrate to achieve a certain grade or mark in an assessment. Assessment Criteria and Grade-Related Criteria for module assessments will be made available to students prior to an assessment taking place. More information will be available from the module leader.

Feedback on assessment

Following an assessment, students will be given their marks and feedback in line with the Assessment Regulations and Policy.

You can expect to receive feedback on your group coursework within 3 weeks via Moodle. Feedback will have qualitative comments both from the lecturer, as well as from the peer groups (on two class presentations) and written report.

Assessment Regulations

The Pass mark for the module is 40%. Any minimum qualifying marks for specific assessments are listed in the table above. The weighting of the different components can also be found above. The Programme Specification contains information on what happens if you fail an assessment component or the module.

INDICATIVE READING LIST

Textbook: Hollinshead Graham (2010) International and Comparative Human Resource Management, McGraw-Hill.

Schuler, Randall S. (2001) Human resource issues and activities in international joint ventures, *International Journal of Human Resource Management*, 12 (1): 1-52.

Mendenhall, M. & Oddou, G. (1998) The Dimensions of Expatriate Acculturation, *Academy of Management Review*, 10: 39-47.

Strauss, G. (2001) HRM in the USA: Correcting some British impressions. *International Journal of Human Resource Management*, 12 (6): 873-897.

Ferner, A. & Quintanilla, J. (1998) A multinational, national business systems and HRM: The enduring influence of national identity or a process of Anglo-Saxonization. *International Journal of Human Resource Management*, 9 (4): 710- 732.

Budhwar, P. & Khatri, N. (2001) Comparative Human Resource Management in Britain and India: An Empirical Study. *International Journal of Human Resource Management*. 13 (5): 800-826.

Budhwar, P. & Khatri, P. (2001) HRM in Context: The Applicability of HRM Models in India. *International Journal of Cross Cultural Management*, 1 (3): 333-356.

Harvey, M. (2002) Human Resource Management in Africa: Alice's adventures in wonderland. *International Journal of Human Resource Management*, 13 (7): 1119-1145

Budhwar, P. & Debrah, Y. (Eds.) (2004) *HRM in Developing Countries*. London: Routledge (Paper Back Edition).

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For use from: 2013-14

Appendix: see <http://www.hesa.ac.uk/content/view/1805/296/> for the full list of JACS codes and descriptions

CODES		
HESA Code	Description	Price Group
27	Business and Management Studies	D
JACS Code	Description	Percentage (%)
N120	The study of organisations and their operations throughout the world	50
N600	The specific techniques involved in the management and development of an organisation's human resources.	50