



## Shanghai Jiao Tong University

### HR401 International Human Resource Management (Postgraduate) (Online)

<b>Instructor Information</b>	Alicia Hennig Home Institution: Southeast University, Nanjing Email: alicia.hennig@icloud.com		
<b>Term</b>	December 17, 2020 - January 8, 2021	<b>Credits</b>	4 units
<b>Course Delivery</b>	The class will be delivered in the format of online with mainly two parts: prerecord videos and real-time interactions.		
<b>Required Texts (with ISBN)</b>	Collings, D.G., Wood, G.T., & Caligiuri, P.M. (Eds.) (2015). The Routledge Companion to International Human Resource Management. New York, US: Routledge. ISBN: 9781315761282  Dowling, P.J., Festing, M., & Engle, A.D. SR (Eds.) (2017). International Human Resource Management, 7 <sup>th</sup> Edition. Hampshire, UK: Cengage Learning. ISBN: 978-1-4737-1902-6  Wintersberger, D. (2017). International Human Resource Management: A Case Study Approach. London, UK: Kogan Page. ISBN: 978 0 7494 8099 8		
<b>Prerequisite</b>	Foundational unit of Human Resource Management		



## Course Overview

This course aims to provide a focused analysis of key opportunities and challenges associated with managing employees in international and cross-cultural contexts for postgraduate students. The course is building on foundational knowledge of Human Resource Management (HRM) issues and concepts. The course first sets out the cultural and institutional context of international HRM, focusing on cross-cultural aspects of leadership and communication, the institutional aspects of global expansion, as well as global labour standards. The second part looks into functional areas such as recruitment, selection and training of employees at multinational companies, as well as employee relations. In the third and last part we will work on and discuss three concrete cases of companies (businesses from China, Japan and US) going global. The course finishes with a documentary and a critical discussion on how to balance standardization and localization upon expanding operations globally.

This unit will provide students with a theoretical understanding of IHRM and a practical understanding of the opportunities and challenges associated with managing employees in global contexts.

## Learning Outcomes

- Explain the economic, social, cultural and political context of International Human Resource Management
- Understand core definitions of International HRM and their applications to real world situations
- Draw upon existing and new knowledge to identify and evaluate relevant issues in managing employees in international environment
- Understand the practices, processes and strategies in managing employees in an international environment

## Course Structure

This full online module consists of 16 pre-recorded lectures, each around 45 to 60 minutes (max. 16 hours). The remaining about 21 hours are dedicated to online interaction through

Students teamwork assignments and presentations online (16 hours)

- Part 1: teamwork assignment (1 hour), teamwork presentations (2 hours)
- Part 2: teamwork assignment, incl. own research (2-3 hours), teamwork presentations (2-3 hours)
- Part 4: teamwork assignment, incl. own research (2-3 hours), teamwork presentations (2-3 hours), feedback for assignment (1 hour)

Online Quiz (1 hour)

- Part 2 (30 min)



- Part 3 (30 min)

Online tutorials to reflect on selected readings (4 hours)

- Day 5: team work on selected reading (2 hours, incl. 1 hours preparation time for students)
- Day 14: team work on selected reading (2 hours, incl. 1 hours preparation time for students)

Other remaining course time should be used to individually and autonomously prepare for the quizzes and final course assessment.

### **Assessment Type**

The assessment for this course is based on two online quizzes (2) and a teamwork case study (writing a case about a company that goes global, including challenges in the context of IHRM). Students prepare the case study already during the course (see Part 4) and also receive some feedback on their prepared material before finalising the case study as a full-text report. For the case study it is essential that students work well together as a team (about 3 people/team), as there will be only a team score. That means everyone within the team will receive the same score. The deadline for submission will be 9<sup>th</sup> January, 10 pm China Time. The case study should comprise around five to eight pages, excluding references. Students will be provided in advance with a guidance document on how to prepare this assignment.



### Grading Policy

Your assessment consists of two parts: 1) the two online quizzes, 2) the case study assignment.

Online Quiz (2)	35%
Case Study	65%

### Grading Scale is as follows

Number grade	Letter grade	GPA
90-100	A	4
85-89	A-	3.7
80-84	B+	3.3
75-79	B	3
70-74	B-	2.7
67-69	C+	2.3
65-66	C	2
62-64	C-	1.7
60-61	D	1
≤59	F (Failure)	0



**Class Schedule**

Date	Type	Topic	Material
<b>Part 1: Introduction</b>			
Day 1	Lecture	COURSE OVERVIEW & INTRO	Wintersberger, Ch.1+2 Dowling et al. Ch.1+2
Day 2	Screening	Documentary (American Factory)	
Day 3	Screening	Documentary (American Factory)	
	Assignment	Reflection about cultural differences (team work)	
Day 4	Online Interaction	Reflection about cultural differences (team work presentations online)	
<b>Part 2: Contexts of IHRM</b>			
Day 5	Lecture	CULTURE CONTEXT & IHRM	Collings, Ch.5+9 Chang et al. 2011, Nisbett et al. 2001
Day 6	Lecture	CULTURE CONTEXT & LEADERSHIP	Wintersberger, Ch.3
Day 7	Lecture	CULTURE CONTEXT & COMMUNICATION	Wintersberger, Ch.4
Day 8	Lecture	INSTITUTIONAL CONTEXT & IHRM	Wintersberger, Ch.5
Day 9	Lecture	GLOBAL LABOUR STANDARDS	Wintersberger, Ch.6
	Assignment	Student case studies on global labour standards (team work)	
Day 10	Online Interaction	Student case studies on global labour standards (team work)	
Day 11	Assignment	Online-Quiz	
<b>Part 3: IHRM Functions</b>			
Day 11	Lecture	RECRUITMENT & SELECTION OF TALENTS	Wintersberger, Ch.7 Collings, Ch.10



Day 12	Lecture	STAFFING AT MNCs	Wintersberger, Ch.8 Collings, Ch.17
Day 13	Lecture	TRAINING AT MNCs	Wintersberger, Ch.10
Day 14	Lecture	EMPLOYEE RELATIONS	Wintersberger, Ch.11 Collings, Ch.7
Day 15	Assignment	Online-Quiz	
<b>Part 4: Case Studies</b>			
Day 15	Lecture	INTERNATIONALISATION: WHEN COMPANIES GO GLOBAL	Björkman et al., 2008 Smale et al., 2013 Ma et al., 2015
Day 16	Lecture	CASE STUDY I: CHINESE COMPANY	Sun, 2009 Low, 2007
Day 17	Lecture	CASE STUDY II: JAPANESE COMPANY	Winfield, 1994 Saruta, 2006
	Assignment	Student case studies on internationalization (team work)	
Day 18	Online Interaction	Student case studies on internationalization (team work presentation)	
	Lecture	COURSE CLOSURE & WRAP-UP	Wintersberger, Ch.13 Dowling et al. Ch.10