



Shanghai Jiao Tong University

HR401 International Human Resource Management (Postgraduate)

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| Instructor Information | Xiaosong Zheng Home Institution: Shanghai University Email: xiaosong.zheng@shu.edu.cn Office Hours: Determined by Instructor | | |
| Term | June 28, 2021 - July 23, 2021 | Credits | 4 units |
| Class Hours | Monday through Friday, 120 mins per teaching day | | |
| Discussion Sessions | 2.5 hours each week, conducted by teaching assistant(s) | | |
| Total Contact Hours | 66 contact hours (1 contact hour = 45 mins, 3000 mins in total) | | |
| Required Texts (with ISBN) | <p>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</p> <p>Dowling, P.J., Festing, M., & Engle, A.D. SR (Eds.) (2017). International Human Resource Management, 7th Edition. Hampshire, UK: Cengage Learning. ISBN: 9781473719026</p> <p>Wintersberger, D. (2017). International Human Resource Management: A Case Study Approach. London, UK: Kogan Page. ISBN: 9780749480998</p> | | |
| Prerequisite | Foundational course of Human Resource Management | | |
| The course might be moved to online delivery due to COVID-19 pandemic. Students will be notified once the decision is made. | | | |



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 course 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



Grading Policy

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| Class participation | 10% |
| Group project | 30% |
| Case study | 20% |
| Final exam | 40% |

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 | Lecture | Readings |
|--------|---|--|
| Day 1 | Course Overview and Introduction | Wintersberger, Ch.1+2 Dowling, Ch.1+2 |
| Day 2 | Culture Context and IHRM | Collings, Ch.5+9 Dowling, Ch.2 |
| Day 3 | Culture Context and Leadership | Wintersberger, Ch.3 Collings, Ch.14 |
| Day 4 | Culture Context and Communication | Wintersberger, Ch.4 |
| Day 5 | Institutional Context and IHRM | Wintersberger, Ch.5 Dowling, Ch.3 |
| Day 6 | Global Labor Governance and Standards | Wintersberger, Ch.6 |
| Day 7 | HR Planning, Recruiting, Talent management I | Wintersberger, Ch.7 Collings, Ch.10 and 13 |
| Day 8 | HR Planning, Recruiting, Talent management II | Wintersberger, Ch.7 Collings, Ch.10 and 13 |
| Day 9 | Training and Performance Management and Appraisal | Wintersberger, Ch.10 Collings, Ch.11 Dowling, Ch.6 and 7 |
| Day 10 | Employee Retention, Engagement, and Careers | Wintersberger, Ch.11 Collings, Ch.7 Dowling, Ch.7 |
| Day 11 | Compensation and Employee Benefits | Wintersberger, Ch.9 Collings, Ch.18 Dowling, Ch.8 |
| Day 12 | Ethics, CSR, EEO | Collings, Ch.32 |
| Day 13 | Diversity Management | Uploads by instructor |
| Day 14 | IHRM in M&A, International Alliances and SMEs | Collings, Ch.25 Dowling, Ch.4 |



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| Day 15 | Expatriate and Repatriate | Collings, Ch.20, 23 and 24 |
| Day 16 | Workplace Health and Safety | Uploads by instructor |
| Day 17 | Trends and Criticisms of Future of IHRM | Wintersberger, Ch.13 Dowling, Ch.10 |
| Day 18 | Group Project Presentation | N/A |
| Day 19 | Group Project Presentation | N/A |
| Day 20 | Final Exam | N/A |