



HR203 International Human Resource Management (Online)

Instructor Information	Alicia Hennig Home Institution: Southeast University, Nanjing Email: alicia.hennig@t-online.de		
Term	December 13, 2021 - January 7, 2022	Credits	4 units
Course Delivery	The class will be delivered in the format of online. Other than the recorded 16 lecture videos, the instructor will arrange around 4-6 hours real time interactions with the students per week (via discussion forum, zoom meeting, and WeChat). The workload students are expected to complete to properly pass this course is about 6-8 hours per week.		
Required Texts (with ISBN)	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, 7th 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		
Prerequisite	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 undergraduate 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 lectures, each around 45 to 60 minutes (max. 16 hours) and watching a documentary of ca. 90 min. The remaining around 23 hours are dedicated to online interaction and related preparation activities, including

Students teamwork assignments and presentations (17 hours)

- Part 1: teamwork assignment (1 hour), teamwork presentation & discussion (1 hour)
- Part 2: teamwork assignment on global labour standards, incl. own research (2-3 hours), teamwork presentations online (2 hours)
- Part 3: teamwork assignment on employee relations, incl. own research (2-3 hours), teamwork presentations online (2 hours)
- Part 4: teamwork assignment on internationalisation, incl. own research (2-3 hours), teamwork presentations online (2 hours)



Online Quiz (1 hour)

- Quiz 1 on Part 2 (30 min)
- Quiz 2 on Part 3 (30 min)

Tutorials to reflect on selected readings (4 hours)

- Day 6: team work on selected reading (2 hours, incl. 1 hour preparation time for students)
- Day 13: team work on selected reading (2 hours, incl. 1 hour preparation time for students)

Potentially 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 includes online quizzes (2) and a final online exam (max. 60 minutes).

Grading Policy

Your assessment consists of two parts: 1) the two online quizzes, 2) the online exam

Online Quiz (2)	35%
Online Exam	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
Part 1: Introduction			
Day 1 12/13	Lecture	COURSE OVERVIEW & INTRO	Wintersberger, Ch.1+2 Dowling et al. Ch.1+2
Day 2 12/14	Screening	Documentary (American Factory)	
Day 3 12/15	Screening	Documentary (American Factory)	
	Assignment	Reflection about cultural differences (team work)	
Day 4 12/16	Online Interaction	Reflection about cultural differences (team work presentations online)	
Part 2: Contexts of IHRM			
Day 5 12/17	Lecture	CULTURE CONTEXT & IHRM	Collings, Ch.5+9 Chang et al. 2011,
Day 6 12/20	Lecture	CULTURE CONTEXT & LEADERSHIP	Wintersberger, Ch.3
	Online Interaction	Reading Tutorial & Discussion on cultural differences	Nisbett et al. 2001
Day 7 12/21	Lecture	CULTURE CONTEXT & COMMUNICATION	Wintersberger, Ch.4
Day 8 12/22	Lecture	INSTITUTIONAL CONTEXT & IHRM	Wintersberger, Ch.5
Day 9 12/23	Lecture	GLOBAL LABOUR STANDARDS	Wintersberger, Ch.6
	Assignment	Student case studies on global labour standards (team work)	
Day 10 12/24	Lecture	RECRUITMENT & SELECTION OF TALENTS	Wintersberger, Ch.7 Collings, Ch.10
	Assignment	Online-Quiz	
Part 3: IHRM Functions			
Day 11 12/27	Lecture	STAFFING AT MNCs	Wintersberger, Ch.8 Collings, Ch.17
	Online Interaction	Student case studies on global labour standards (team work presentation)	



Day 12 12/28	Lecture	TRAINING AT MNCs	Wintersberger, Ch.10
Day 13 12/29	Lecture	EMPLOYEE RELATIONS	Wintersberger, Ch.11 Collings, Ch.7
	Assignment	Student case studies on employee relations (team work)	
	Online Interaction	Reading Tutorial & Discussion on recruitment & selection	
Day 14 12/30	Assignment	Online-Quiz	
Part 4: Internationalization & Case Studies			
Day 15 12/31	Lecture	INTERNATIONALIZATION: WHEN COMPANIES GO GLOBAL	Björkman et al., 2008 Smale et al., 2013 Ma et al., 2015
	Assignment	Student case studies on internationalization (team work)	
Day 16 01/03		EXAM IHRM	
Day 17 01/04	Online Interaction	Student case studies on employment relations (team work presentation)	
Day 18 01/05	Lecture	CASE STUDY I: CHINESE COMPANY	Sun, 2009 Low, 2007
Day 19 01/06	Lecture	CASE STUDY II: JAPANESE COMPANY	Winfield, 1994 Saruta, 2006
	Online Interaction	Student case studies on internationalization (team work presentation)	
Day 20 01/07	Lecture	COURSE CLOSURE & WRAP-UP	Wintersberger, Ch.13 Dowling et al. Ch.10