

## Subject Description Form

<b>Subject Code</b>	MM4181
<b>Subject Title</b>	International Human Resource Management
<b>Credit Value</b>	3
<b>Level</b>	4
<b>Normal Duration</b>	1-semester
<b>Pre-requisite/ Co-requisite/ Exclusion</b>	<b>Pre-requisite:</b> Human Resource Management (MM3111) or International Business (MM4341) or Global Business Management (MM4342) or equivalent
<b>Role and Purposes</b>	To provide students who have a specialist interest in human resource management with an opportunity to further examine the relevant HRM functions and practices of global and international firms across nations. This subject will enable students to develop a global outlook through learning, analyzing, theorizing and synthesizing the relevant HRM practices and concepts by making links with social, political, economic and cultural contexts with the awareness of ethical issues in the global business environment.
<b>Subject Learning Outcomes</b>	Upon completion of the subject, students will be able to: <ul style="list-style-type: none"><li>a. demonstrate a broad knowledge of HRM strategies, policies and practices across a range of cultures and nations;</li><li>b. understand and identify the differences between the international and domestic dimensions of the operational aspects of HRM including recruitment and selection, training and development, payment systems, performance management and industrial relations;</li><li>c. demonstrate an understanding of the management of expatriate employees and the problems that confront expatriate managers;</li><li>d. to analyse, apply and reflect on international HRM activities in relation to global ethical issues in the work place;</li><li>e. enhance their critical thinking, theorising and synthesising abilities and apply them to problem-solving in the field of managing people internationally and domestically.</li></ul>

<p><b>Subject Synopsis/ Indicative Syllabus</b></p>	<p><b>Differences Between International and Domestic HRM</b> An overview of the differences between IHRM and domestic HRM together with the increasing complexity and potential challenges of contemporary IHRM. The focus is on the current global work environment, looking at the forces for change that have prompted managerial responses and their implications for the way people are now managed in multinationals.</p> <p><b>An International Perspective: Cultural and ideological issues on the employment relationship</b> Realigning the relevant HRM practices and strategies within various cultural contexts. The impact of globalization on IHRM. The debate about the convergence and divergence hypotheses. The implications of Hofstede's Four Cultural Dimensions and Hall and Hall's high and low contexts for IHRM.</p> <p><b>Staffing International Operations for Sustained Global Growth</b> Issues relating to staffing foreign operations. The reasons for using international assignments. Various types of international assignments. The role of expatriates and non-expatriates in supporting international business activities. Return on investment from international assignments.</p> <p><b>International Recruitment and Selection</b> A comparison of methods of recruitment and selection in the international context. The myth of the global manager. The debate surrounding expatriate failure. Selection criteria for international assignments. Dual career couples. Are female expatriates different?</p> <p><b>International Training and Development</b> The role of training in supporting expatriate adjustment and on-assignment performance. Components of effective pre-departure training and the effectiveness of pre-departure training. The developmental aspect of international assignments. Trends in international training and development.</p> <p><b>Performance Management and compensation in International Organisations</b> Discussion of the major factors associated with appraisal of expatriate managerial performance. The control and constraints of MNCs performance management. Variables affecting the performance of expatriates. Career planning and repatriation. What are the key determinants in the host country that will influence the performance of the expatriate? The objectives of compensation. Expatriate compensation and benefits. The tensions between different compensation policy options.</p> <p><b>The Changing Perspectives of Industrial Relations</b> Review of the key issues in international industrial relations. Auditing the trade union policies across nations: the relationships between employees, employers, governments and trade unions.</p> <p><b>The Challenges of Ethical Conduct to International HRM</b> Review of the forces that shape ethical conduct. Ethics in business management. The impact of national cultures on ethical management. International HRM-related ethics activities.</p>
<p><b>Teaching/Learning Methodology</b></p>	<p>There are two hours of lecture and a one-hour tutorial each week. They are intended to complement the reading and practical work. They will put the questions and methods of IHRM into context with the aim of stimulating students' knowledge sharing, developing their management skills and sharpening their critical appreciation. Students will participate in group discussions, case studies, exercises, role plays and group presentations in order to demonstrate their understanding as well as skills of theorising, hypothesising, recommending and reflecting on the relevant IHRM issues. Students will be assessed by means of group presentation, group project writing, mid-term test and examination.</p>

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			a	b	c	d	e
	<b>Continuous Assessment</b>	<b>60%</b>					
	1. In-class participation	10%	✓	✓	✓	✓	✓
	2. Group project	25%	✓	✓	✓	✓	✓
	3. Individual assignment	25%	✓	✓	✓	✓	✓
	<b>Examination</b>	<b>40%</b>	✓	✓	✓	✓	✓
	Total	100 %					
<p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To pass this subject, students are required to obtain Grade D or above in the overall grade.</p> <p><b>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</b> the various methods are designed to ensure that all students taking this subject –</p> <ol style="list-style-type: none"> <li>1. To engage in a case-study group project to apply theories to practice.</li> <li>2. To write an individual assignment that explores a certain topic/area of IHRM in greater depth.</li> <li>3. To present a group project that demonstrates conceptual knowledge and application of the relevant practices.</li> <li>4. To take a closed-book examination to demonstrate conceptual and analytical skills by presenting arguments for and/or against certain topics based on theories, and if and when appropriate, taking circumstantial practicalities into consideration.</li> </ol> <p>Feedback is given to students immediately following the presentations and all students are invited to join this discussion.</p>							
<b>Student Study Effort Expected</b>	Class contact:						
	▪ Lectures		26Hrs.				
	▪ Tutorials		13Hrs.				
	Other student study effort:						
	Preparation for lectures		42Hrs.				
	▪ Preparation for assignment / group project and presentation / examination		42Hrs.				
	Total student study effort		123Hrs.				

<p><b>Reading List and References</b></p>	<p><b><u>Recommended Textbook</u></b>  Dowling, P., Festing, M. &amp; Engle, A.D. Sr., (2013), <i>International Human Resources Management</i>, 6<sup>th</sup> ed., London: Thomson Learning.  <i>(This text will be used extensively throughout the course)</i></p> <p><b><u>Supplementary Reading-books</u></b>  Caligiuri, P., De Cieri, H., Minbaeva, D., Verbeke, A., &amp; Zimmermann, A. (2020). <i>International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice.</i>  Ererdi, C., Nurgabdeshev, A., Kozhakhmet, S., Rofcanin, Y., &amp; Demirbag, M. (2020). <i>International HRM in the context of uncertainty and crisis: a systematic review of literature</i> (2000–2018). <i>The International Journal of Human Resource Management</i>, 1-39.  Cooke, F. L., Wood, G., Wang, M., &amp; Veen, A. (2019). <i>How far has international HRM travelled? A systematic review of literature on multinational corporations</i> (2000–2014). <i>Human Resource Management Review</i>, 29(1), 59-75.  Cooke, F. L., &amp; Kim, S. (2017). <i>Human resource management in Asia in the global context.</i> In <i>Routledge handbook of human resource management in Asia</i> (pp. 3-20). Routledge.</p> <p><b><u>Supplementary Reading: Academic Journals</u></b>  The following journals and other publications should prove useful reference points for coursework. Students should keep abreast of key issues in IHRM, browsing them regularly:  Academy of Management Journal  International Journal of Human Resource Management  Human Relations  Asia Pacific Journal of Human Resource Management  Human Resource Management (USA)  Industrial Relations Journal  Journal of Management Studies  International Business Review  European Industrial Relations Review  Harvard Business Review  Sloan Management Review</p> <p><b><u>Other Publications</u></b>  The Economist, especially special issues focusing on one country  Time magazine  Wall Street Journal</p>
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