

2. International HRM in MNEs

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| Module Number: TBA | Module Title: International HRM in MNEs | |
| Module Status: Elective | | |
| Semester: 1 | Level: M (7) | Credits: 15 |
| Module Leader: Colman Boyd & David Wallace | | |
| Direct/Assisted Learning Hours: 44 | Lectures: 24 Seminars/Workshops: 20 | Independent Student Learning: 106 |
| Assessment mode & Weighting: Class Participation 10% Coursework 30% Examination 60% | | |
| Pre-requisites: None Concurrent Module: None Post-requisites: Research Dissertation Project Advisory Constraints: None | | |

1. Rationale for Module

Human Resource Management is a key strategic issue in international business. The main vehicle for the transfer of HRM across international borders and various cultures is the MNE. Not only are MNEs major players in international business but they are also major players in the practice of HRM internationally. The MNE is at the coalface of the debate over the merits of convergence and divergence to and from local norms in a globalised economy. The global-local issue is at the heart of international HRM and includes the integration into local cultures of generalist models of HRM as well as the role of MNE managers in transferring good practice from the country of origin to the host country. The area is of particular interest to students with experience of the Irish business environment where a state of transition exists from an environment characterized as being solely one of a country of origin to being a country with characteristics of both states of MNE practice.

This module is aimed at students who are interested in the field of HRM and its practice in different countries, cultures and societies. IHRM practices are theoretically and practically examined through case studies, journal articles and textbooks as well as through the experiences of HRM practitioners in various MNEs. This framework provides the students with the opportunity for objective analysis of issues and a guide for future academic debate.

2. Principal Modules Aims

The principal aims of the module are:

- To apply the considerable academic literature to the practice of International Human Resource Management in Multinational Enterprises (MNEs) and to make students aware of the rhetoric and reality associated with this particular field of research
- To recognise the importance of Strategic International Human Resource Management (SIHRM) to maintaining competitive advantage in MNEs
- To highlight the reality of managing diversity across cultures and national boundaries and its significance to the issue of performance management
- To foster in students the skills and competencies to develop discussion and debate in the field of International Human Resource Management with particular emphasis on its role in MNEs

3. Learning Outcomes

- To provide students with an understanding of the IHRM trends and developments arising from globalization (**L1**)
- To understand the consequences for HRM practice of the decision to operate as an MNE (**L2**)
- To evaluate various HRM systems in the light of the debate as to whether they are converging or remaining divergent (**L3**)
- To understand the factors influencing HRM practices in MNEs and to recognise the various legal and institutional frameworks in which MNEs implement HRM policies (**L4**)
- To compare the differing models of HRM in various countries of origin and to assess their influence and that of the host country on HRM practice in MNEs (**L5**)
- To provide the student with a critical awareness of the tensions, ambiguities and debates within the academic literature relating to IHRM and MNEs (**L6**)
- To analyse the key strategic issues relating to IHRM and its practice in MNEs and to diagnose HRM problems and recommend solutions for particular local environments (**L7**)
- To evaluate the role of the IHRM manager, both at corporate and local level, and to establish the most effective utilization of skills, competencies and transfer of knowledge across the divisions of MNEs (**L8**)
- To recognise the importance to MNEs of managing diversity with particular reference to gender and cultural norms (**L9**)

4. Indicative Content

- Overview of Human Resource Management – international theories and perspectives
- Factors influencing the HR practices in MNEs – recruitment, selection, training and development, etc.
- International Developments and Trends in MNEs – a cross-cultural approach

- **The International HR Manager – developing global executives and business partners**
- Managerial Attitudes to Internationalisation – ethnocentric, polycentric and geocentric orientations
- The Strategic Imperative to International HRM – global v local debate
- Managing the Legal and Structural Issues in MNEs – the host country effect
- Developing a Learning Culture – the transfer of knowledge across national boundaries
- Comparative Industrial Relations and Social Partnership Models
- Performance Management – sustaining competitive advantage
- Expatriate Integration v Local Management Debate
- Managing Diversity – contemporary debates and managing attitudes and perceptions to gender in the workplace
- Best Practice in MNEs – rhetoric and discourse
- The Future of International HRM in MNEs

5. Teaching and Learning Strategy

This module is taught through a combination of lectures, tutorials and workshops. The lectures and tutorials are aimed at giving a theoretical understanding of the debates, concepts and frameworks of the academic issues concerning International HRM in MNEs. The seminars and workshops are more practical in nature and ground the academic literature in real pragmatic debate. Guest lecturers/practitioners and team development/role-playing exercises are used to analyse key strategic issues imperative to International HRM in MNEs. The module is taught using three contact hours per week over a twelve-week semester. The teaching strategy is reinforced by the students pursuing their own independent learning methods during their private study time and through an added responsibility for detailed research.

6. Assessment Strategy

Students are assessed primarily through three pieces of coursework and one end-of-semester examination. There is a fundamental requirement here to establish sufficient assessment to enable the students to demonstrate that the learning outcomes have been achieved. Three group-based ‘analytical’ presentations have to be conducted and students are evaluated based on their presented findings and recommendations as well as their ability to lead a seminar.

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| (1) Class Participation | 10% |
| (2) Group Presentations | 30% |
| (Learning Outcomes: L1 – L9) | |
| (3) Examination | 60% |

(Learning Outcomes: L1 – L9)

Projects/ Assignment Length: 3000 words (min.) – 5000 words (max.)

Examination Length: 3 hours

7. Recommended Reading List

Books

1. Bamber, G.J., Lansbury, D.R., Wailes, N.; International and Comparative Employee Relations, Sage, 2004.
2. Birkinshaw, J., Ghosal, S., Markides, C., Stopford, J., Yip, G.; The Future of the Multinational Company; Wiley and Sons, 2003.
3. Brewster, C. & Harris, H; International HRM: Contemporary Issues in Europe; Routledge, 1998.
4. Brewster, C., Mayhofer, W., Morley, M.; HRM in Europe: Evidence of Convergence; Butterworth-Heinemann, 2004.
5. Briscoe, D.R. & Schuler, R.; International Human Resource Management: Policies and Practices for the Global Enterprise; Routledge, 2nd ed., 2004.
6. Evans, P. & Pucik, V.; The Global Challenge: Frameworks for International Human Resource Management; McGraw-Hill/Irwin, 2002.
7. Greer, C.R.; Strategic Human Resource Management – a general managerial approach; Prentice Hall, 2nd ed., 2001.
8. Harzing, A. & Ruysseveldt J.V.; International Human Resource Management; Sage, 2nd ed., 2003.
9. Hofstede, G.; Culture's Consequences: Comparing Values, Behaviours, Institutions and Organisations across Nations; Sage, 2003.
10. Holm, U. & Pedersen, T.; The Emergence and Impact of MNC Centres of Excellence: A subsidiary perspective; Palgrave Macmillan, 2000.
11. Jackson, T.; International HRM: A Cross-Cultural Approach; Sage, 2002.
12. Joynt, Pat & Morton, Bob. (eds.); The Global HR Manager: Creating the seamless organisation; Institute of Personnel and Development, 1999.
13. Mobley, W.H.; Global Leadership; Routledge, 2003.
14. Morgan, W.; McCall, J.R., Hollenbeck, G.P.; Developing Global Executives; Harvard Business School Press, 2002.
15. Singelis, T.M.; Teaching about Culture, Ethnicity and Diversity: exercises and planned activities; Sage, 1997.

16. Sparrow, P.; *Globalisation of Human Resources: Tracking the Business Role of International HR Specialists*; Routledge, 2003.

Journal Articles

1. Agarwala, Tanuja; *Innovative human resource practices and organisational commitment: an empirical investigation*; *International Journal of Human Resource Management*, Vol. 14(2), 2003.
2. Al-Arkoubi, Khadija & McCourt, Willy; *The politics of HRM: waiting for Godot in the Moroccan civil service*; *International Journal of Human Resource Management*, Vol. 15(6), 2004.
3. Bacon, Nicolas & Blyton, Paul; *Militant and moderate trade union orientations: what are the effects on workplace trade unionism, union-management relations and employee gains*; *International Journal of Human Resource Management*, Vol. 13(2), 2002.
4. Bae, Johngeok et al.; *Human resource strategy and firm performance in Pacific Rim countries*; *International Journal of Human Resource Management*, Vol. 14(8), 2003.
5. Budhwar, Pawan S. & Boyne, George; *Human resource management in the Indian public and private sectors: an empirical comparison*; *International Journal of Human Resource Management*, Vol. 15(2), 2004.
6. Cabral-Cardoso, Carlos; *The evolving Portuguese model of HRM*; *International Journal of Human Resource Management*, Vol. 15(6), 2004.
7. Camelo, Carmen, Martin, Fernando, Romero, Pedro M., Valle, Ramon; *Human resources management in Spain: is it possible to speak of a typical model?*; *International Journal of Human Resource Management*, Vol. 15(6), 2004.
8. Chan, Lismen L.M., Shaffer, Margaret A., Snape, Ed; *In search of sustained competitive advantage: the impact of organizational culture, competitive strategy and human resource management practices on firm performance*; *International Journal of Human Resource Management*, Vol. 15(1), 2004.
9. Chandrakumara Anil & Sparrow, Paul; *Work orientation as an element of national culture and its impact on HRM policy-practice design choices: Lessons from Sri Lanka*; *International Journal of Manpower*, Vol. 25(6), 2004.
10. Deery, Stephen & Kinnie, Nicholas; *Call Centres and Human Resource Management: A Cross-National Perspective*; *Employee Relations*, Vol. 26(5), 2004.
11. Edwards, T. et al.; *Structure, politics and the diffusion of employment practices in multinationals*; *European Journal of Industrial Relations*, Vol. 5(3), 1999.
12. Edwards, Tony & Kuruvilla, Sarosh; *International HRM: national business systems, organisational politics and the international division of labour in MNCs*; *International Journal of Human Resource Management*; Vol. 16(1), 2005.
13. Enle Sr., Allen D. & Mendenhall, Mark E.; *Transnational Roles, Transnational Rewards: Global Integration in Compensation*; *Employee Relations*, Vol. 26(6), 2004.

14. Farley, John U., Hoenig, Scott, Yang, John Z.; Key factors influencing HRM practices of overseas subsidiaries in China's transition economy; *International Journal of Human Resource Management*, Vol. 15(4/5), 2004.
15. Fernandez, Esteban, Junquera, Beatriz, Ordiz, Monica; Organisational culture and human resources in the environmental issue: a review of the literature; *International Journal of Human Resource Management*, Vol. 14(4), 2003.
16. Ferner, A.; Country of origin effects and HRM in multinational companies; *Human Resource Management Journal*, Vol. 7(1), 1997.
17. Ferner, Anthony & Alboreca, Quintanilla Javier; Between Globalisation and Capitalist Variety: Multinationals and the International Diffusion of Employment Relations; *European Journal of Industrial Relations*, Vol. 8(3), 2002.
18. Fong, Sunny & Shaffer, Margaret; The dimensionality and determinants of pay satisfaction: a cross-cultural investigation of a group incentive plan; *International Journal of Human Resource Management*, Vol. 14(4), 2003.
19. Forster, Nick; The myth of the 'international manager'; *International Journal of Human Resource Management*, Vol. 11(1), 2000.
20. Frege, Carola M. & Kelly, John; Introduction: Union Revitalisation Strategies in Comparative Perspective; *European Journal of Industrial Relations*, Vol. 9(1), 2003.
21. Frobels, Peter & Marchington, Mick; Team-working structures and worker perceptions: a cross-national study in pharmaceuticals; *International Journal of Human Resource Management*, Vol. 16(2), 2005.
22. Galang, Maria Carmen; The transferability question: comparing HRM practices in the Philippines with the US and Canada; *International Journal of Human Resource Management*, Vol. 15(7), 2004.
23. Gamble, Joe; Transferring human resource practices from the United Kingdom to China: the limits and potential for convergence; *International Journal of Human Resource Management*, Vol. 14(3), 2003.
24. Geary, John F. & Roche, William K.; Multinationals and human resource practices in Ireland: a rejection of the 'new conformance thesis'; *International Journal of Human Resource Management*, Vol. 12(1), 2001.
25. Gomes, Glenn M., Owens, James M., Morgan, James F.; Prohibiting Sexual Harassment in the European Union: An unfinished public policy agenda; *Employee Relations*, Vol. 26(3), 2004.
26. Graf, Andrea; Screening and training inter-cultural competencies: evaluating the impact of national culture on inter-cultural competencies; *International Journal of Human Resource Management*, Vol. 15(6), 2004.
27. Gully, Stanley M., Phillips, Jean M., Tarique, Ibraiz; Collectivism and goal orientation as mediators of the effect of national identity on merit pay decisions; *International Journal of Human Resource Management*, Vol. 14(8), 2003.
28. Hendry, Chris; Applying employment systems theory to the analysis of national models of HRM; *International Journal of Human Resource Management*, Vol. 14(8), 2003.
29. Iles, Paul & Yolles, Maurice; International joint ventures, HRM and viable knowledge migration; *International Journal of Human Resource Management*, Vol. 13(4), 2002.

30. Jackson, Terence; Reframing human resource management in Africa: a cross-cultural perspective; *International Journal of Human Resource Management*, Vol. 13(7), 2002.
31. Jamieson, Suzanne; Feminist theory, globalization and comparative labour law: women workers in Australia and Ireland; *International Journal of Human Resource Management*, Vol. 15(3), 2004.
32. Keating, Mary & Thompson, Karen; International Human Resource Management: Overcoming Disciplinary Sectarianism; *Employee Relations*, Vol. 26(6), 2004.
33. Kessler, Ian, Undy, Roger, Heron, Paul; Employee perspectives on communication and consultation: findings from a cross-national survey; *International Journal of Human Resource Management*, Vol. 15(3), 2004.
34. Khan, Alhajie Saïdy & Ackers, Peter; Neo-pluralism as a theoretical framework for understanding HRM in sub-Saharan Africa; *International Journal of Human Resource Management*, Vol. 15(7), 2004.
35. Kim, Dong-One & Kim, Hyun-Ki; A comparison of the effectiveness of unions and non-union works councils in Korea: can non-union employee representation substitute for trade unionism; *International Journal of Human Resource Management*, Vol. 15(6), 2004.
36. King, Ruth C. & Bu, Nailin; Perceptions of the mutual obligations between employees and employers: a comparative study of new generation IT professionals in China and the United States; *International Journal of Human Resource Management*, Vol. 16(1), 2005.
37. Ledwith, S. & Seymour, D.; Home and away: preparing students for multicultural management; *International Journal of Human Resource Management*, Vol. 12(8), 2001.
38. Liu Wenchuan; The cross-national transfer of HRM practices in MNCs: An integrative research model; *International Journal of Manpower*, Vol. 25(6), 2004.
39. Lucas, Rosemary, Marinova, Milena, Kucerova, Jana, Vetrokova, Milota; HRM practice in emerging economies: a long way to go in the Slovak hotel industry?; *International Journal of Human Resource Management*, Vol. 15(7), 2004.
40. Lucio, Miguel Martinez & Stuart, Mark; Swimming against the tide: social partnership, mutual gains and the revival of 'tired' HRM; *International Journal of Human Resource Management*, Vol. 15(2), 2004.
41. Luthar, Vipin K. & Luthar, Harsh K.; Using Hofstede's cultural dimensions to explain sexually behaviours in an international context; *International Journal of Human Resource Management*, Vol. 13(2), 2002.
42. Malmberg, Jonas; Effective Enforcement of EC Labour Law: A Comparative Analysis of Community Law Requirements; *European Journal of Industrial Relations*, Vol. 10(2), 2004.
43. Marchington, Mick & Grugulis, Irena; 'Best practice' human resource management: perfect opportunity or dangerous illusion?; *International Journal of Human Resource Management*; Vol. 11(6), 2000.
44. Martin, Graeme & Beaumont, Phil; Transforming multinational enterprises: towards a process model of strategic human resource management change; *International Journal of Human Resource Management*, Vol. 12(8), 2001.

45. McCall Jr., Morgan W. & Hollenbeck, George P.; Developing Global Executives: The Lessons of International Experience; *International Business Review*, Vol. 13(3), 2004.
46. McCourt, Willy; Towards a strategic model of employment reform in developing countries: explaining and remedying experience to date; *International Journal of Human Resource Management*, Vol. 12(1), 2001.
47. McGraw, Peter; Influences on HRM practices in MNCs: a qualitative study in the Australian context; *International Journal of Manpower*, Vol. 25(6), 2004.
48. Meardi, Guglielmo; Short Circuits in Multinational Companies: The Extension of European Works Councils to Poland; *European Journal of Industrial Relations*, Vol. 10(2), 2004.
49. Minbaeva, Dana B. & Michailova, Snezhina; Knowledge Transfer and Expatriation in Multinational Corporations: The Role of Disseminative Capacity; *Employee Relations*, Vol. 26(6), 2004.
50. Morgan, David & Zeffane, Rachid; Employee involvement, organizational change and trust in management; *International Journal of Human Resource Management*, Vol. 14(1), 2003.
51. Morley, Michael J. & Collings, David G.; Contemporary debates and new directions in HRM in MNCs: introduction; *International Journal of Manpower*, Vol. 25(6), 2004.
52. Myloni, Barbara, Harzing, Anne-Wil K., Mirza Hafiz; Host country specific factors and the transfer of human resource management practices in multinational companies; *International Journal of Manpower*, Vol. 25(6), 2004.
53. Ogbanna, Emmanuel & Harris, C; Leadership style, organizational culture and performance: empirical evidence from UK companies; *International Journal of Human Resource Management*, Vol. 11(4), 2000.
54. Ordiz-Fuertes, Monica & Fernandez-Sanchez, Esteban; High-involvement practices in human resource management: concept and factors that motivate their adaption; *International Journal of Human Resource Management*, Vol. 14(4), 2003.
55. Poutsma, Erik & Nijs, Willem de; Broad-based employee financial participation in the European Union; *International Journal of Human Resource Management*, Vol. 14(6), 2003.
56. Quintanilla, Javier & Ferner, Anthony; Multinationals and human resource management: between global convergence and national identity; *International Journal of Human Resource Management*, Vol. 14(3), 2003.
57. Ramirez, Matias & Mabeby, Chris; A labour market perspective on management training and development in Europe; *International Journal of Human Resource Management*, Vol. 16(3), 2005.
58. Rowley, Chris, Warner, Malcolm, Benson, John; Towards an Asian model of human resource management A comparative analysis of China, Japan and South Korea; *International Journal of Human Resource Management*, Vol. 15(4/5), 2004.
59. Royle, Tony; Employment Practices of Multinationals in the Spanish and German Quick-Food Sectors: Low-Road Convergence?; *European Journal of Industrial Relations*, Vol.10(1), 2004.

60. Scullion, Hugh and Starkey, Ken; In search of the changing role of the corporate human resource function in the international firm; *International Journal of Human Resource Management*, Vol. 11(6), 2000.
61. Selmer, Jan & Leung, Alicia S.M.; International adjustment of female vs male business expatriates; *International Journal of Human Resource Management*, Vol. 14(7), 2003.
62. Selmer, Jan; Expatriate selection: back to basics; *International Journal of Human Resource Management*, Vol. 12(8), 2001.
63. Selmer, Jan; Expatriates' hesitation and the localization of Western business operations in China; *International Journal of Human Resource Management*, Vol. 15(6), 2004.
64. Selmer, Jan; Psychological barriers to adjustment of Western business expatriates in China: newcomers vs long stayers; *International Journal of Human Resource Management*, Vol. 15(4/5), 2004.
65. Shen, Jie & Edwards, Vincent; Recruitment and selection in Chinese MNEs; *International Journal of Human Resource Management*, Vol. 15(4/5), 2004.
66. Shen, Jie; International performance appraisals: Policies, practices and determinants in the case of Chinese multinational companies; *International Journal of Manpower*, Vol. 25(6), 2004.
67. Timo, Nils & Davidson, Michael; A Survey of Employee Relations Practices and Demographics of MNC Chain and Domestic Luxury Hotels in Australia; *Employee Relations*, Vol. 27(2), 2005.
68. Valcour, P. Monique & Tolbert, Pamela; Gender, family and career in the era of boundarylessness: determinants and effects of intra- and inter-organisational mobility; *International Journal of Human Resource Management*, Vol. 14(5), 2003.
69. Vrignaud, Pierre, Florent-Treacy, Elisabeth, Kets de Vries, Manfred F.R.; The Global Life Inventory: development and psychometric properties of a 360-degree feedback instrument; *International Journal of Human Resource Management*, Vol. 15(3), 2004.
70. Warner, Malcolm; Human resource management in China revisited: introduction; *International Journal of Human Resource Management*, Vol. 15 (4/5), 2004.
71. Welz, Christian & Kauppinen, Timo; Industrial Action and Conflict Resolution in the New Member States; *European Journal of Industrial Relations*, Vol. 11(1), 2005.
72. Wood, Stephen J. & Fenton-O'Creavy, Mark P.; Direct Involvement, Representation and Employee Voice in UK Multinationals in Europe; *European Journal of Industrial Relations*, Vol. 11(1), 2005.
73. Wright, Patrick & Brewster, Chris; Editorial: Learning from diversity: HRM is not Lycra; *International Journal of Human Resource Management*, Vol. 14(8), 2003.
74. Yan, Yanni; A comparative study of human resource practices in international joint venture: the impact of national origin; *International Journal of Human Resource Management*, Vol. 14(4), 2003.
75. Zeffane, Rachid & Connell, Julia; Trust and HRM in the new millennium; *International Journal of Human Resource Management*, Vol. 14(1), 2003.

76. Zhang, Miao; Transferring Human Resource Management across National Boundaries: The Case of Chinese Multinational Companies in the UK; *Employee Relations*, Vol. 25(6), 2003.

Journals

- International Journal of Human Resource Management
- Journal of Human Resource Management
- Employee Relations
- European Industrial Relations Observatory
- Irish Industrial Relations News Journal
- People Management
- Harvard Business Review
- Business and Finance
- Personnel Today
- European Journal of Industrial Relations
- International Business Review
- International Journal of Manpower
- EIRI European Review
- The Economist

