



BWL Elective Course (Wahlpflichtfach): International Human Resource Management

Wintersemester 2018-19

Instructor:

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Sprechstunde/Office Hours: By request

Overview: This course will examine how organizations can effectively manage human resources in the global business environment. The course will address firm-level strategies and models for managing human resources, implementing global concepts such as talent management and employee engagement across a global workforce, and differences across countries in specific human resource management practices.

Learning Objectives: By the end of the course, students should be able to:

1. Describe the primary types of international human resource strategies and HR practices associated with each.
2. Identify differences among cultures and how national culture affects human resource management practices.
3. Compare German employment and labor law to such laws in other countries, identifying similarities and differences.
4. Describe the purpose of using expatriates as part of a global HR system and identify appropriate techniques for selecting, training, compensating, and repatriating these managers.
5. Identify challenges and potential solutions for effectively working with a global, virtual team.
6. Evaluate scientific evidence and practical examples related to various international HR strategies and tactics.

Course Materials: Readings for the course will be articles, in English, from a variety of business publications. We will also use some theoretical, scientific articles. PowerPoint slides will be provided on the WWU learning platform, LearnWeb.

Course Format: The course will be a blend of lecture and discussion. I will ask students to engage in some small group discussions as well as whole class discussions. We will talk about relevant theory, research findings, and practical examples for the course concepts. I strongly encourage students to complete the readings before the class meeting for which they are assigned. This will give you an opportunity to ask questions about the articles and will help you develop better understanding of the course material.

Assessment: Students will write a 12-page seminar paper (in English) on a selected international HR topic. You will conduct a review of theoretical/scientific research as well as identify practical examples in real companies. You will explain what we know about these topics from an international HR perspective, and what we still need to know more about for companies to effectively manage human capital. You will then present your findings orally to the class in English. Presentations will last 30 minutes, including Q&A. The presentations will be scheduled during the final three lectures in January (18 and 25 January).

Students may select their seminar paper topics from the list presented below or create a topic of their own (as approved by the instructor). Each topic may be selected by a maximum of two students. Topics must be selected no later than 31 October.

- Employee engagement
- Work-life balance (or in reverse, work-life conflict)
- Temporary work (direct hire/agency work)
- Co-working centers
- Gig work
- Flexible work practices
- Distance/virtual work
- E-leadership
- Creativity and innovation
- Immigration/refugee participation in the workforce
- Diversity and inclusion in the workplace
- Bullying or mobbing
- HRM in Non-profit organizations
- Discrimination in the workplace

Structure of the seminar paper.

- a. Introduction. Introduce your topic and your key research question within the topic area.
- b. Theoretical/Scientific. Review 4-6 scientific papers on the topic. Describe the theories used to explain the topic and review evidence presented to support or refute your research question.
- c. Practical. Review 2-3 examples of the topic from current organizational practice. You may find articles about what organizations are currently doing in newspapers, business publications, or on organizational websites.
- d. Recommendations and Conclusion. Based on your research, develop recommendations for what organizations should be doing related to this topic and where more research is needed to provide additional evidence on effectiveness of certain practices. Be sure you maintain your focus on international HR issues.
- e. References. List all references used in preparing your paper, using American Psychological Association Format.

Seminar papers should be 12 pages long, including references. Some additional tables and figures may be included (if needed). Please use standard 12-pt font and double line spacing.

All papers are due on January 18 at the beginning of class (08:30) regardless of your presentation date/time. You may submit the paper in hard copy (printed) or in a PDF file emailed to me.

Lecture dates: Lectures will meet on the following dates:

- October 10, 08:30-11:45 (Topic: Introduction to International HRM; culture and strategy)
- October 24, 08:30-11:45 (Topic: Employment and labor law in International HRM)
- October 31, 08:30-11:45 (Topic: Global Talent Management)
- November 14, 08:30-11:45 (Topic: Global Leadership and Virtual Teams)

Students will deliver presentations on these dates:

- January 18, 08:30-11:45 and 13:00-16:15
- January 25, 08:30-11:45

Assigned Readings

October 10

Stahl, G.K. et al. (2012). Six Principles of Global Talent Management. *MIT Sloan Management Review*.

Smith, M.C. & Victorson, J. (2012). Developing a Global Mindset. *People & Strategy*.

October 24

Clyde & Co., L&E Global. (May 2017). *An International Guide to Employment Law Across 28 Countries*. Retrieved from https://www.clydeco.com/uploads/Files/website_International_Guide_to_Employment_LOWRES_V3.pdf. Read only the 4 highlights sections.

October 31

Collings, D.G. & Isichei, M. (2018) The shifting boundaries of global staffing: Integrating global talent management, alternative forms of international assignments and non-employees into the discussion. *The International Journal of Human Resource Management*, 29(1), 165-187.

November 14

Terrell, S. & Rosenbusch, K. (2013). Global leadership development: What global organizations can do to reduce leadership risk, increase speed to competence, and build global leadership muscle. *People & Strategy*, 36(1), 40-46.

Ford, R.C., Piccolo, R.F., & Ford, L.R. (2017). Strategies for building effective virtual teams: Trust is key. *Business Horizons*, 60, 25-34.