



BWL Elective Course (Wahlpflichtfach): International Human Resource Management

Wintersemester 2022-23

Instructor:

Sandra L. Fisher, PhD

Senior Research Fellow and Lecturer, FH Münster

Email: sandra.fisher@uni-muenster.de or sfisher70@gmail.com

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. 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 14-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 be conducted in groups of three and will last 30 minutes, including Q&A. The presentations will be scheduled during the final three lectures in 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 three students. Topics must be selected no later than 16 November.

Possible topics include:

- Employee engagement
- Employer branding
- Work-life balance (or in reverse, work-life conflict)
- Temporary work (direct hire/agency work)
- Gig work
- Distance/virtual work (with or without a focus on effects of the pandemic)
- Distance/virtual training in multinational organizations
- E-leadership
- Immigration/refugee participation in the workforce
- Diversity and inclusion in the workplace
- Bullying or mobbing
- Discrimination in the workplace (in hiring, compensation, etc.)
- Use of apprenticeships for training workers
- Use of artificial intelligence applications in human resources
- Methods for on-boarding and socialization
- HRM and sustainability/environmental performance in organizations
- Role of employers in creating more decent work (UN Sustainable Development Goal 8)

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 14 pages long, including references. Some additional tables and figures may be included (if needed). Please use standard 11-pt font, 2,5cm margins, and double line spacing. The final paper should include the standard WWU statement of ethics in preparation of your paper. This statement is not included in the 14 pages.

All papers and presentation slides are due on 11 January at the beginning of class (08:30) regardless of your presentation date/time. I will create a submission box in LearnWeb.

Lecture dates: Lectures will meet on the following dates in Schlossgarten 3 – SG 3 Hörsaal:

- Wednesday 12 October 8:30-12:00 (Topic: Introduction to International HRM; culture and strategy)
- Wednesday 26 October, 8:30-12:00 (Topic: Employment law in International HRM)
- Wednesday 16 November, 8:30-12:00 (Topic: Global Talent Management and Leadership)

Coaching sessions on Paper Development (optional)

- Wednesday 7 December, 9:00-10:30
- Friday 6 January, 9:00-10:30

Students will deliver **presentations** on these dates:

- Wednesday 11 January, 08:30-12:00
- Wednesday 18 January, 08:30-12:00
- Wednesday 25 January, 08:30-12:00

Assigned Readings (these are available on LearnWeb)

10 October

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*.

24 October

L&E Global. *Employment Law Overviews 2021-2022 Global Edition*.

Choose two countries and read their sections. <https://knowledge.leglobal.org/le-globals-employment-law-overviews-2021-2022/>

14 November

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.

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.