

COURSE SYLLABUS

STRATEGIC INTERNATIONAL HUMAN RESOURCE MANAGEMENT (22034-V, 5 ECTS)

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NOTE THAT IF YOU INTEND TO PARTICIPATE IN THIS COURSE YOU NEED TO BE PRESENT DURING THE INTRODUCTORY SESSION AND FULFILL ALL THE PREREQUISITES

COURSE PREREQUISITES

Prerequisites

Students must have taken 'Fundamentals of Human Resource Management' (22052-V) course before enrolling in this course. Sessions and course material will be in English, so a good command of English is required. Finally, make sure the course fits your timetable!

COURSE DESCRIPTION AND LEARNING OUTCOMES

Course description

Globalization has reshaped our world, and it will continue to do so. Financial markets are increasingly interdependent, with dramatic consequences for the volatility of the world economy, while advances in information technology have facilitated the globalization of knowledge. With money and other tangible assets becoming increasingly global and accessible, it is natural that companies are looking to people as a source of competitive differentiation. Faced with ever more pressing requirements to do things better, cheaper, and faster, the ability to attract people in different regions of the world, to manage their performance, to develop and retain them, and to coordinate effectively across boundaries becomes critical.

The course thus takes a general management perspective on these issues, since strategy, organizational capabilities, and people management are increasingly intertwined in multinational firms. The course combined the leading edge of practice with the state of the art in theory, building on research in strategy, international management, organizational theory, and cross-cultural management, among other domains. The course also provides practical advice, builds on the experiences of leaders and organizations as well as most updated academic research. The main objective of the course is to help students understand the mindset, the deeper set of attitudes, needed to thrive in a world that is increasingly characterized by paradox and duality.

The course covers the following topics: social architecture, global coordination, strategy as practice, global talent management, digitalization and human resource management, and managing change.

Learning outcomes

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

- Predict the central challenges that multinational organizations face in managing their global workforce.
- Distinguish critical people challenges related to coordination, talent and knowledge management as well as the underlying dynamics of change.
- Evaluate the mindset, the deeper set of attitudes, which are needed to thrive in a world that is increasingly characterized by paradox and duality.
- Justify insights and actions of HR professionals when facing the paradoxes of the field.

COURSE CONTENT

Course method and sessions

The course adopts an innovative flipped classroom method. The underlying philosophy of this approach is that students carry the primary responsibility for their own learning, and that the main task of the course instructor is to support the students in their learning process. Thus, heavy emphasis is placed on the time and efforts made by the students during the course to enhance their own learning as well as that of other course participants.

The course consists of one introductory session and six core sessions. The core sessions are intended to introduce each theme and to discuss key points raised in the reading packages, which students must read before the relevant sessions.

Session attendance

The course does not offer students the opportunity to participate via distance learning. Therefore, attending all the sessions is strongly recommended.

Leading one of the sessions

Each student will be responsible for leading one of sessions (i.e., S3-S6) as part of a group. The students must sign up as responsible for one of the sessions during the first introductory session. Please note that the course instructor reserves the right to reorganize the groups depending on the final number of course participants.

During each of these session (i.e., S3-S6), the team in charge will be responsible for 2 hours of leading the session (1 hour for the theoretical part, 15-minute break, 1 hour for the practical part), and the course instructor will have a final 15-minute wrap-up at the end of each of these session. While the first half of the session (1 hour max) shall be devoted to discussing theory and previous research on the focal topic based on a critical reflection of the corresponding chapter in the course book, the second half of the session (1 hour max) should focus on practical implications of extant research. For instance, the students leading the session may prepare practical questions or a short case to be debated by the students in class. The groups should contact the course instructor in advance to obtain feedback on their plans for the sessions. More information about this will be given during the introductory session.

HOW TO COMPLETE THE COURSE

Reading diaries

In order to enhance students' understanding of the course themes, students are required to complete individual reading diaries on five of the reading packages¹. The diaries will require students to reflect on what they have read and answer the corresponding study question(s).

The diaries (maximum of 900 words) are to be uploaded via Moodle before the relevant session and will act as a basis for class discussion. The diaries are evaluated based on the following criteria: 1 point = sufficient; 2 points = satisfactory; 3 points = good; 4 points = very good; 5 points = excellent.

In case a student intends to improve his/her grade, s/he is allowed to write one more reading diary. In this case, the sum of the best five reading diaries out of six will form the final amount of points for the diaries.

Reflection assignment

As cooperation is one of the key skills developed in the course, students are required to submit an individual reflection assignment on what they have learned during the process of working as a team to organize and realize their own session.

The focus of the reflection assignment should be on reflecting over factors that are important in facilitating good teamwork, and factors that potentially impede it.

The length of the paper is max. 1500 words, and it should be submitted by uploading it to Moodle within 10 days of the own session.

Further details on the reflection assignment will be given during the introductory lecture.

COURSE EVALUATION

The maximum number of points is 100, broken down as follows:

Task	Points
Reading diaries (5 learning diaries)	max. 25 points (max. 5 points per diary)
Leadership of one team session (S3-S6)	max. 25 points
Reflection assignment	max. 30 points
Session attendance (S1-S6)	max. 20 points (5 points per session) ²³

¹ Students do not have to write reading diaries for the session their team is responsible for.

² Students are allowed to miss one session without missing any points

³ Students do not receive any attendance points for the session their team is responsible for.

Students will receive their grade for the course once all components have been successfully completed. There will be no exam.

Rules of the Road

No 'extra credit' work or additional assignments will be given without a weighing reason. Extensions to any deadlines are possible only upon presentation of appropriate documentation.

The course enrollment key for Moodle will be given during the introductory session.

LITERATURE

Course material

Course book: Pucik, V., Evans, P., Björkman, I. & Morris, S. (2016), *The Global Challenge: International Human Resource Management* (3rd ed.) or earlier, Chicago: Chicago Business Press.

Pdf versions of the chapters used in the course are placed in Moodle.

Reading packages

Attached to each theme of the course is a small reading package – usually two journal articles.

A list of the course themes and corresponding reading packages and assignment questions are provided in a separate document located on the course homepage in Moodle. All the journal articles are available on the course homepage in Moodle or can be downloaded via Google scholar.

COURSE SCHEDULE

Sessions will commence promptly at the stated time and students are expected to be on time.

Course updates will be communicated via the course homepage in Moodle, so sign in, remain in the course mailing list and check your email.

INTRO	24.10.2022	9.00-11.30	Room 236	Course Introduction
S1	1.11.2022	9.00-11.30	Room 236	Building social architecture: Social capital, values & mindsets (session lead by the instructor)
S2	8.11.2022	9.00-11.30	Session is held online	Global coordination and cross-border teams (guet session by Senior lecturer edyta Kostanek)
S3	15.11.2022	9.00-11.30	Room 236	Acquiring and developing global talent (session lead by students)
S4	22.11.2022	9.00-11.30	Room 236	Managing diversity in MNCs (session organized by students)
S5	29.11.2022	9.00-11.30	Room 236	The impact of digitalization on the workplace of future in MNCs (session organized by students)
S6	30.11.2022	10.15-14.00	Room 307	Facilitating Change in MNCs (session organized by students)