

## Strategic International Human Resource Management (22079)

Department of Management and Organization

Basic intermediate level, 6 ECTS

16.03.2020-08.05.2020

---

Examiner	Jennie Sumelius
Email	jennie.sumelius@hanken.fi

### **Course homepage**

The course page in Moodle: <https://moodle.hanken.fi/moodle/course/view.php?id=2427>

The password for accessing material on the course page in Moodle will be given at the introductory lecture

### **Aim of the course**

This course exposes participants to the challenges related to managing people in an international context. People are considered as one of the most, if not the most, important resource for the competitiveness of firms, and the challenge of effective HRM is greatest in multinational firms with operations in culturally and institutionally diverse environments. The main objective of the course is to develop participants' understanding of the link between human resources and firm strategy in the international context. Students will learn about managing human capital globally with the help of HRM practices such as global performance management and talent management, as well as how to enable value creation through the means of social architecture.

After completing the course, students will be able to:

- identify central challenges that multinational organizations face in managing their global workforce
- critically reflect on the role of the HR function and line management in dealing with these challenges.
- distinguish how MNCs can use performance management and talent management to manage their human capital globally and facilitate value creation through the means of social architecture.
- evaluate the mindset needed to thrive in a world that is increasingly characterized by paradox and duality

### **Previous knowledge required**

Completed course 2254 Human Resource Management or equivalent course at another university.

### **Corresponding courses**

This course is a bachelor level version of the advanced level course Strategic International HRM (5 credits, code 22034 or 8 credits, code 2294). Students cannot take them both

### **Course description**

The course consists of interactive lectures, an individual reflection paper and a group assignment. The language used in the lectures and all the assignments is English.

## **I. Lectures**

Lecture slides can be downloaded from the course page in Moodle.

## **II. Individual reflection paper**

Students will work on an individual reflection paper that they will submit at the end of the course. The focus of the paper is twofold i) to reflect over what you have learned in the course (what could it mean to you in terms of the choices and challenges you might face if you had people management responsibilities) and ii) to reflect on the experiences of doing the group assignment (perhaps as part of an international team and/or including an element of virtual teamwork).

The length of the paper is 2000-2500 words, and it should be submitted by uploading it to Moodle by Monday 27.4 at 12 noon.

Further details on the reflection paper will be given during the introductory lecture and will also be available on Moodle.

## **III. Group assignment**

In order to give students the opportunity to study one issue in depth, students are required to write an assignment in groups of 3 persons (max). The assignment should focus on a well-defined, narrow issue (aim/RQ) within the scope of one of the general themes of the course.

You may choose your own working groups. However, please note that the course instructor reserves the right to reorganize the groups depending on the final number of course participants. The group assignment will be assessed as a joint effort, that is, everybody receives the same number of points.

The assignment should be 15 pages in length (times new roman, double spaced), excluding references and title page. In terms of literature, the assignment has to go well beyond the course literature and be based on relevant papers from academic journals and books.

Further details on the written assignment will be given during the introductory lecture and will also be available on the course homepage on Moodle.

Please start working on the assignment early on to avoid any last minute catastrophes. Written assignments must be submitted online through Moodle. The deadline for submitting the group assignment is Wednesday 6.5 at 12 noon. Late submissions will be deducted 5 points per working day.

A revised version of any non-passing assignment is to be submitted by email to the course examiner (jennie.sumelius@hanken.fi) no later than Friday 29.5 at 12 noon. This is the only chance to submit a revised version of a failed report.

Please note that plagiarism – the theft or use of someone else’s work without proper acknowledgement, presenting the material as if it were one’s own – is a serious offence. Please read Hanken’s guidelines on citations and referencing carefully; group assignments must be written in accordance with these guidelines. Detailed information on citations, referencing and style can be found online at:

<https://www.hanken.fi/en/about-hanken/organisation/library/write/referencing-tools>  
Note that all group assignments are checked with plagiarism-detecting software.

## **Evaluation**

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

* Written group assignment	max. 60 points
* Individual reflection paper	max. 40 points

In order to pass the course, you need to get at least 50% of the points in each of the sub-parts marked \* (i.e. the written group assignment & individual reflection paper).

Please note that the points you receive for the sub-parts are valid only during this academic year.

## **Readings**

Pucik, V., Evans, P., Björkman, I. & Morris, S. (2016). *The Global Challenge: International Human Resource Management*. 3rd edition. Chicago: Chicago Business Press. Chapters listed in the course programme are from this edition

Also fine to read older editions, e.g. Evans, P., Pucik, V. & Björkman, I (2011). *The Global Challenge: International Human Resource Management*. 3rd edition. Chicago: Chicago Business Press. (note difference in chapters between this book and the newer version)

## **Some additional readings on the course topics**

### **What is SIHRM?**

Hong, H-J & Doz, Y. (2014) L'Oréal masters multiculturalism. *Harvard Business Review*, 114-

### **Social architecture**

Mäkelä, K. and Brewster, C. (2009) Interunit interaction contexts, interpersonal social capital, and the differing levels of knowledge sharing. *Human Resource Management*, 48, 591-613.

Maznevski, M., Davison, S.C. and Jonson, K.(2012): Global virtual team dynamics and effectiveness. In G. Stahl, Björkman, I, and Morris, S., editors: *Handbook of research in international human resource management*. Edward Elgar Publishing. Second edition.

Zander, L., Zettinig, P. and Mäkelä, K. (2013) Leading global virtual teams to success. *Organizational Dynamics* 42: 228-237

### **Performance Management**

Biron, M., Farndale, E., & Paauwe, J. (2011). Performance management effectiveness: lessons from world-leading firms. *International Journal of Human Resource Management*, 22(6), 1294-1311.

Cappelli, P., & Tavis, A. (2016). The performance management revolution. *Harvard Business Review*, 94 (10), 58-67.

Chen, J. and Eldridge, D. (2010): Are “standardized performance appraisal practices” really preferred? A case study in China. *Chinese Management Studies*, 4: 244-256.

Narcisse and Harcourt, M. (2008) Employee fairness perceptions of performance appraisal: a Saint Lucian case study. *International Journal of Human Resource Management*, 19: 1152–1169.

### **Talent Management**

Björkman, I., Ehrnrooth, M., Mäkelä, K., Smale, A. and Sumelius, J. (2013) Talent or not? Employee reactions to talent identification. *Human Resource Management*, 52(2): 195-214.

How to keep your top talent (2010) *Harvard Business Review*, May: 54-61.

Malik, A. R., & Singh, P. (2014). ‘High potential’ programs: Let's hear it for ‘B’ players. *Human Resource Management Review*, 24(4), 330-346.

Sumelius, J., Smale, A., & Yamao, S. (2019). Mixed signals: employee reactions to talent status communication amidst strategic ambiguity. *International Journal of Human Resource Management*, 1-28.

Swales, S. (2013). The ethics of talent management. *Business Ethics: A European Review*, 22(1), 32-46.

### **Role of the HR function**

Cappelli, P. (2015). Why we love to hate HR... and what HR can do about it. *Harvard Business Review*, 93, 7/8, 54-61.

Scullion, H., & Starkey, K. (2000). In search of the changing role of the corporate human resource function in the international firm. *International Journal of Human Resource Management*, 11(6), 1061-1081.

Welch, C. and Welch, D. (2012) What do HR managers really do? HR roles on International Projects. *Management International Review*, 52: 597-617.

McCord, P. (2014). How Netflix Reinvented HR. *Harvard Business Review*, 1.

### **Digitalization of HR**

Cascio, W. F., & Montealegre, R. (2016). How technology is changing work and organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 349-375.

Colbert, A., Yee, N., & George, G. (2016). The digital workforce and the workplace of the future. *Academy of Management Journal*, 59 (3), 731-739.

Johns, T., & Gratton, L. (2013). The third wave of virtual work. *Harvard Business Review*, 91(1), 66-73.

Ryan, A. M., & Wessel, J. L. (2015). Implications of a changing workforce and workplace for justice perceptions and expectations. *Human Resource Management Review*, 25(2), 162–175.

Tietze, S., & Musson, G. (2005). Recasting the home-work relationship: A case of mutual adjustment? *Organization Studies*, 26 (9), 1331-1352.

## Course programme

Course activity	Room	Date	Time	Topics	Readings
Introduction	A309	16.3	10:15-11:45	Course introduction	
Lecture 1	A309	18.3	10.15-11.45	What is SIHRM?	Ch. 1-2
Lecture 2	A309	23.3	10:15-11:45	Social architecture (I)	Ch. 4-5
Lecture 3 & 4	A305	25.3	10:15-11:45 and 12:30-14:00	<del>Social architecture (II)</del> and Performance Management	Ch.7
Lecture 5	A309	30.3	10.15-11.45	Talent Management	Ch.6
<del>Lecture 6</del>	<del>A309</del>	<del>1.4</del>	<del>10.15-11.45</del>	<del>Case seminar</del>	<del>Revise the material for the TM and PM sessions</del>
<del>Lecture 7</del>	<del>A309</del>	<del>6.4</del>	<del>10.15-11.45</del>	<del>A practitioner perspective on the HR in MNCs: Maria Lundell, SVP HR at Stora Enso Paper Oy</del>	<del>Prepare two questions to ask from Maria</del>
Lecture 8	A309	8.4	10.15-11.45	Changing nature of work & HR implications: Hertta Vuorenmaa, Research Director at Future Work, Aalto University	Possible reading to be added
Lecture 9	A309	20.4	10.15-11.45	The role of the HR function in MNCs	Ch. 10 & 14
Lecture 10	A305	22.4	10.15-11.45	Digitalization of HR	Possible reading to be added
<b>Deadline</b>		<b>27.4</b>	<b>12:00 noon</b>	<b>Individual reflection report</b>	<b>Submit through Moodle</b>
<b>Deadline</b>		<b>6.5</b>	<b>12:00 noon</b>	<b>Written group assignment</b>	<b>Submit through Moodle</b>
<b>Deadline</b>		<b>29.5</b>	<b>12:00 noon</b>	<b>Resubmission of <u>failed</u> group assignments</b>	

