MG214 Human Resource Management

2016/2017 Course Syllabus

Course Leader: Muhammad Umar Boodoo
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Office Hours: Mondays from 13:30 to 14:30. Book 15-min. slots on LSE for You.

Course Teachers: Asta Medisauskaite (Groups 5 – 8) and Vincent Hotyat (Groups 1 – 4)
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Course Objectives
This course introduces the student to the impact of global conditions on Human Resource Management (HRM). It considers globalization and multinational human resource management issues in the context of overseas subsidiaries, domestic locations and their use of immigrants, international joint ventures, international mergers and acquisitions and the multinational enterprise itself. As we explore these issues, country differences due to factors such as country culture, socio-political differences, legal regulations, economic and educational levels, and business customs are addressed. The course will then look at the techniques used in HRM policies and practices such as staffing, training, performance management, and compensation from an international perspective.

Overall this course is about: 1) International strategy and the HRM linkage; 2) modes of entry and expansion in the context of differing cultures and institutions; and 3) international HRM policies and strategies.

The learning objectives envisaged are:

1) To analyse the impact and consequences of globalization on mobilizing talent
2) To develop an understanding as to how HRM practices can facilitate business success in an international context
3) To identify and describe different theoretical and practical approaches to international HRM, especially with regards to balancing the forces of global standardisation and local responsiveness
4) To identify the main constituent policies of international HRM strategies
5) To compare and critically evaluate HRM alternatives in an international context
6) To strengthen the student’s analytic, communication, research, and team skills

Teaching Arrangements
Lectures are on Mondays in NAB LG.01 from 16:00 – 17:30. Classes start in week two of the Michaelmas Term (MT). There will be one revision session from 16:00 – 17:30 in CLM 2.02 on the Monday of Week 1 of the Summer Term.

Each of the nine class sessions during the MT is linked to the lecture topic that takes place that week. Most sessions will be case-based where students will discuss questions pertaining to a real or hypothetical business/HRM scenario. Students are expected to prepare for each lecture and class ahead of time, either individually or in study groups.
Formative and Summative Assessment

Course assessment is based on:

1) A summative group project to be completed and submitted (electronic and hard copy) by Wednesday January 11 2017 at 4 pm – accounting for 40 percent of the total grade
2) A two-hour unseen examination at the end of the year – accounting for 60 percent of the total grade

In week 5, students will also have the option of answering an unseen mock exam question during their class session. No cases will be discussed that day, and students will be able to practice answering a question for the final exam. The duration of the mock formative exam will be 1 hour.

For the summative group project, students will be able to form their own groups, (strictly between 3-4 students per group, preferably 4 for logistic reasons). Groups need to be formed and approved by the respective class teachers by the end of Week 2. The group project, in short, consists of finding one company that wants to invest (further) outside its home country, either via solo direct investments or via an equity-based strategic alliance such as an international merger/acquisition or an international joint venture. Students will decide on the country in which they advise the company to invest and will also suggest a mode of entry or expansion into that country. Students will then conduct a risk assessment and analyse some issues that could arise. They will critically evaluate their solutions to these issues and advise the company on the best course(s) of action, especially with regards to key HRM issues such as recruitment and selection, training, performance management, compensation, and transfer of knowledge. The choice of company, country in which to invest, and mode of entry should be approved by class teachers by the end of Week 4 (before the Week 5 Formative Assessment). For the group project, students will be evaluated on two things:

a) A 15-min. group presentation that will take place during the Week 10 class sessions, accounting for 25% of the group project grade (i.e. 25% of 40% of the total grade, which gives 10% of the total grade). Files should be emailed to the lecturer and to the respective class teacher at least 3 hours in advance of the class session
b) A group project report, in APA format, consisting of a maximum of 20 pages of text (double-spaced with 12-point Times New Roman font and 1-inch margins on all sides) and 10 pages of appendices (tables, charts etc.), accounting for 75% of the group project grade (i.e. 75% of 40% of the total grade, which gives 30% of the total grade). A soft copy (via Moodle) and two hard copies should be submitted by Wednesday January 11 2017 at 4 pm to the 3rd floor Department of Management Reception in the New Academic Building. Please ensure you follow the Department of Management coursework submission rules.

Lectures, Weekly class active learning exercises/cases, and reading list

All readings will be available to you in electronic format via the library link on Moodle. Students are expected to thoroughly read each week’s required readings before the respective lecture. It is also highly recommended to at least browse through the non-required articles.

Before each class, students will have read the assigned case and prepared some answers to the questions that will be announced ahead of time. It is expected that classes will be highly interactive where student input and student participation will play a big role in the learning process.
Week 1: Strategic International Human Resource Management

**Required readings:**

**Further reading:**

Week 2: Institutional Foundations of International Human Resource Management, and Ethics

**Required readings:**

**Further readings:**

Week 3: National Cultural Context and Management

**Required readings:**


**Further reading:**


**Week 4: Global Talent Management: Recruitment and Selection**

**Required readings:**


3. Harvard Case: Silvio Napoli at Schindler India (A). By Michael Y. Yoshino; Christopher A. Bartlett; Perry L. Fagan. Publication Date: Feb 12, 2003, Revision Date: Nov 06, 2006. Product #: 303086-PDF-ENG

**Further reading:**


**Week 5: Global Talent Management: Training and Development**

**Required readings:**


**Further reading:**

Week 7: Global Talent Management: Performance Appraisal and Management

**Required readings:**

**Further reading:**

Week 8: Global Talent Management: Compensation

**Required readings:**

**Further reading:**

Week 9: Global Talent Management: Repatriation

**Required readings:**
Further reading:

Week 10: Knowledge Management

Required readings:

Further readings:

Week 11: Managing human resources in International Mergers and Acquisitions (IM&A) and International Joint Ventures (IJV)

Required readings:

Further reading: