

City University of Hong Kong

**Information on a Course
offered by Department of Management
with effect from Semester B in 2011 / 2012**

Part I

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| Course Title: | Global Human Resources Management |
| Course Code: | MGT6314 |
| Course Duration: | 1S |
| No. of Credit Units: | 3 |
| Level: | P6 |
| Medium of Instruction: | English |
| Prerequisites: <i>(Course Code and Title)</i> | MGT 5313 International Organizational Behavior |
| Precursors: <i>(Course Code and Title)</i> | Nil |
| Equivalent Courses: <i>(Course Code and Title)</i> | Nil |
| Exclusive Courses: <i>(Course Code and Title)</i> | MGT 5316 Human Resources Management MGT 6311 Human Capital Management FB 6311 Strategic Human Resources Management |

Part II

Course Aims:

This course aims to

- To introduce Human Resource Management as a tool for the implementation of global organizational strategy
- To develop students that have the ability to predict the effects of management actions and policies upon employee behaviors and performance in a variety of national and international contexts.
- To develop students having the ability to analyze global organizational objectives and problems, and to determine the appropriate human resource management responses.

Course Intended Learning Outcomes (CILOs)

Upon successful completion of this course, students should be able to:

| No. | CILOs | Weighting (if applicable) |
|-----|---|------------------------------|
| 1. | Describe and explain the major functional activities within human resource management, and to describe and explain how these vary in different national contexts. | -- |
| 2. | Apply the principles of HRM in analyzing problems and identifying potential solutions, and make use of current knowledge of best-practice. | -- |
| 3. | To be able to apply the principles of HRM in order to be a more effective manager of subordinates in a variety of national and international contexts. | -- |
| 4. | To be able to identify the appropriate HRM policies and actions needed to implement global organizational strategies. | -- |

Teaching and learning Activities (TLAs)

(Indicative of likely activities and tasks designed to facilitate students' achievement of the CILOs. Final details will be provided to students in their first week of attendance in this course)

Total Hours (Group size) : Seminar 39 (40)

| ILO No | TLAs | Hours/week (if applicable) |
|--------|--|-------------------------------|
| 1-4 | <u>Readings</u> . Students read from a list of articles, select to incorporate both seminal HR articles and current topics | |
| 1-4 | <u>Lecture</u> . The first half of each class is devoted to lecture to explain key concepts and examples, concentrating upon upon the logic and rationale of global HR practice | 1 ½ hour / week |
| 3-4 | <u>Discussion exercises</u> . The second half of each class is devoted to group discussion exercises. Each group is given a different exercise illustrating different elements of the topic of that class. Each group then presents and discusses their ideas before the entire class. As a entire class, the way in which the separate presentations are related is then discussed. | 1 ½ hour / week |

Assessment Tasks/Activities

(Indicative of likely activities and tasks designed to assess how well the students achieve the CILOs. Final details will be provided to students in their first week of attendance in this course)

50% Coursework, 50% Exam (3 Hours)

| ILO No | Type of assessment tasks/ activities | Weighting (if applicable) | Remarks |
|--------|---|---------------------------|--|
| 1-4 | In-class exercises | 15% | The discussion exercises provide the initial point at which feedback can be given to students regarding their mastery of topics given in class. Students are informed that assessment is based not upon the correctness of their discussions, but rather upon their active engagement and participation in the discussions. |
| 1-4 | Critical Incident / Organization Analysis | 25% | Students review the global business strategic of an organization, then describe the global HR programs and the challenges facing these programs of this company. They identify and assess the critical issues facing these programs and the critical success factors. |
| 2-4 | Critical self evaluation | 10% | Students write a reflective essay examining their growth and learning during the course. Particular attention is devoted to examining their efforts at applying concepts covered in class, and their subsequent growth as a manager. |
| 1-4 | Final Examination | 50% | The final examination is organized around three broad sections. 1) Describe and explain key concepts from the class. 2) Identify the use the key concept(s) to analyze problems related to single functional areas within Global HRM. 3) Given a complex problem related to global HRM, to identify and integrate multiple concepts in order to identify a full solution to the problem. |

Grading of Student Achievement: Refer to Grading of Courses in the Academic Regulations for Taught Postgraduate Degrees.

Part III

Keyword Syllabus:

Global Human Resource Management is a key mechanism through which control and coordination can be extended throughout a global organization. A key challenge lies in the fact that global strategies imply the need for global consistency in action, yet significant international variation implies the need for local adaptation of actions. Global HRM covers specific managerial practices that can help to reconcile this apparent incompatibility.

Recommended Reading:

- Pucik, Vladimir and Tichy, Noel. *Globalizing Management – Creating and Leading the Competitive Organization*. John Wiley & Sons, Inc.
- Bossidy, Larry and Charan, Ram. *Execution – The Discipline of Getting Things Done*. Random House. Latest Edition.
- Pucik, Vladimir. (1997). Human Resources in the Future: An Obstacle or a Champion of Globalization? *Human Resource Management*, 36(1), 163-167.
- Mendenhall, Mark E., Robert J. Jensen, J. Stewart Black, & Hal B. Gregersen. (2003). Human Resource Management Challenges in the Age of Globalization. *Organizational Dynamics*, 32(3), 261-274.
- Bird, Allan & Schon Beechler. (1995). The Link Between Business Strategy and International Human Resource Management Practices. In Mendenhall, Mark & Gary Oddou, *Reading and Cases in International Human Resource Management*, 2nd Ed. Cincinnati, OH: South-Western College Publishing. Reading not available online.
- Harzing, Anne-Wil. (2001). Of Bears, Bumble-Bees, and Spiders: The Role of Expatriates in Controlling Foreign Subsidiaries. *Journal of World Business*, 36(4), 366-379.
- Bonache, Jaime & Julio Cervino. (1997). Global integration without expatriates. *Human Resource Management Journal*, 7(3), 89-100.
- Katz, Jeffrey P. & David M. Seifer. (1996). It's a Different World Out There: Planning for Expatriate Success Through Selection, Pre-departure Training and On-site Socialization. *Human Resource Planning*, 19(2), 32-47.
- Milliman, John, Sully Taylor, & Andrew J. Czaplewski. (2002). Cross-Cultural Performance Feedback in Multinational Enterprises: Opportunity for Organizational Learning. *Human Resource Planning*, 25(3), 29-43.
- Lorange, Peter. (1996). A Strategic Human Resource Perspective Applied to Multinational Cooperative Ventures. *International Studies of Management and Organizations*, 26(1), 87-103.

- Bjorkman, Ingmar & Yuan Lu. (1999). The Management of Human Resources in Chinese-Western Joint Ventures. *Journal of World Business*, 34(3), 306-324.
- Kayworth, Timothy & Dorothy Leidner. (2000). The Global Virtual Manager: A Prescription for Success. *European Management Journal*, 18(2), 183-194.
- McDonough, Edward F. III & David Cedrone. (2000). Meeting the Challenge of Global Team Management. *Research Technology Management*, 43(4), 12-17.
- Lui, Cecilia. (2006). How Best Employers Retain Talent in China. *China Staff*, 12(6), 6-7.
- Ahlstrom, David, Sharon Foley, Michael N. Young, & Eunice S. Chan. (2005). Human Resource Strategies in Post-WTO China. *Thunderbird International Business Review*, 47(3), 263-285.
- Hempel, Paul S. & Ching-yen Daphne Chang. (2002) Reconciling Traditional Chinese Management with High-Technology Business in Taiwan. *Human Resource Management Journal*, 12(1), 77-95.