

## HUMAN RESOURCE MANAGEMENT: INTERNATIONAL PERSPECTIVE

<b>Course code</b>	<i>MNG220</i>
<b>Course title</b>	<i>Human Resource Management: International Perspective</i>
<b>Type of course</b>	<i>Main, elective</i>
<b>Department</b>	<i>Bachelor Studies</i>
<b>Year of study</b>	<i>2<sup>nd</sup>, 3<sup>rd</sup></i>
<b>Semester</b>	<i>Fall</i>
<b>Credits</b>	<i>6 ECTS: 24 hrs. lectures, 24 hrs. practice, 112 hours of self-study, 2 hours of consultations</i>
<b>Coordinating lecturer</b>	<i>Saulius Olencevičius, e-mail: saulius.olencevicius @stud.ism.lt</i>
<b>Study form</b>	<i>Full-time</i>
<b>Course prerequisites</b>	-
<b>Language of instruction</b>	<i>English</i>

### ANNOTATION

Human resources play crucial role in any organization. Increasingly, technology is the same worldwide, so the critical difference among competitive organizations is having the right people in the right roles, and that is a major responsibility of the Human Resource Management (HRM) function.

This course is designed to introduce students to the important work of staffing, development, and retention of any company's most important asset – competent, effective employees. It includes: a) analytical aspects of HRM, including HR metrics and evaluation of HRM effectiveness; b) international aspects of HRM, such as the impact of organizational and cultural contexts on HRM, HR management in multinational corporations, expatriation and repatriation management.

Students are expected to complete the course with the ability to discuss and analytically evaluate major issues in HRM and to understand the relationships among HRM, productivity, profitability, and organizational competitiveness as well as analyse the linkage between HRM and international business strategy, expatriation and repatriation management, and international aspects of the core HRM issues.

Learning will be based on lectures, practice-based activities, readings, case analysis, student reports, guest speakers and team projects.

### AIMS AND LEARNING OUTCOMES OF THE COURSE

The course aims to introduce students to the complexity and major issues of managing human resources, applying analytical and critical assessment of the situation, and international approaches.

<b>Course learning outcomes (CLO)</b>	<b>Study methods</b>	<b>Assessment methods</b>
CLO 1. Evaluate human resource management and its place, and significance in the organization.	Lecture, case analysis, group work, article analysis, self-study.	Midterm exam, exam, group homework evaluation.
CLO 2. Interpret micro, macro environments and context of HR management, including international aspects.	Lecture, case analysis, group work, article analysis, self-study.	Mid-term exam, exam, in-class presentation, group homework.
CLO 3. Analyse and apply HRM activities in retaining the most valuable company's asset - employees: job analysis, HR planning, recruiting, selecting, appraising, training, developing, compensating etc.	Lecture, case analysis, group work, article analysis, self-study.	Midterm exam, exam, group homework evaluation.
CLO 4. Compare possible methods and tools used in implementing specific HRM activities and choose the most appropriate in defined situation.	Lecture, case analysis, group work, self-study.	Midterm exam, exam, presentation, group homework evaluation
CLO 5. Develop expatriation and repatriation program.	Lecture, case analysis, group work, self-study.	Midterm exam, exam, group homework evaluation.
CLO 6. Measure efficiency of HRM activities in organization.	Lecture, case analysis, group work, self-study.	Midterm exam, exam, group homework evaluation.
CLO 7. Working in team present topics orally as well as in proper written form; make decisions.	Case analysis, group work, self-study.	Group homework evaluation, presentation.

### Teaching and learning methods

The course is designed to achieve its aims through a combination of lectures, teamwork, students' reports and presentations, individual reading, article analysis, case analysis, role games, self-study, etc.

### Quality assurance

Variety of teaching and learning methods, midterm knowledge assessment, continuous discussion of individual and group work and other assignment results, supply of learning materials to students.

### Cheating prevention

Variety of assignments for individual and group work reduces chances for plagiarism; cheating possibilities are prevented by having extra help to inhibit any acts of dishonesty during exams.

### Course Schedule

As an instructor, I reserve the right to adjust the schedule according to the class progress. If any changes should occur, students will be notified in class.

### Course content

Week No	Date	Topic	Class hours		Readings from the textbook
			Lecture	Practice	
1.	Fall 2019	Introduction to the logic of the course and forming study teams. 1. What is Human Resource Management (HRM)? <i>Class instructor: Saulius Olencevičius</i>	2	2	2. 1 Chapter 3. 1 Chapter
2.	Fall 2019	2. Strategic Role of HRM. Functions and Role of HR Department <i>Class instructor: Saulius Olencevičius</i>	2	2	3. 4 Chapter
3.	Fall 2019	3. The Context of HRM <i>Class instructor: Saulius Olencevičius</i>	2	2	3. 2-3 Chapters
4.	Fall 2019	4. HRM in Cross-Border Mergers and Acquisitions 5. Job Analysis <i>Class instructor: Saulius Olencevičius</i>	2	2	2. 3 Chapter 2. 4 Chapter
5.	Fall 2019	6. HR Planning and Recruiting <i>Class instructor: Saulius Olencevičius</i>	2	2	2. 5 Chapter 3. 5 Chapter
6.	<b>Fall 2019</b>	<b>Midterm exam</b>	2	2	-
7.	Fall 2019	7. HR Selection 8. Orientation <i>Class instructor: Saulius Olencevičius</i>	2	2	2. 6-8 Chapters 3. 5 Chapter
8.	Fall 2019	9. HR Performance Management <i>Class instructor: Saulius Olencevičius</i>	2	2	2. 9 Chapters 3. 6 Chapter
9.	Fall 2019	10. HR Career Management <i>Class instructor: Saulius Olencevičius</i>	2	2	2.10 Chapter 3. 7 Chapter
10.	Fall 2019	11. HR Training and Development <i>Class instructor: Saulius Olencevičius</i>	2	2	2. 8 Chapter 3. 7 Chapter
11.	Fall 2019	12. HR Compensation and Benefits <i>Class instructor: Saulius Olencevičius</i>	2	2	2. 11-13 Chapters 3. 8 Chapter
12.	Fall 2019	13. HRM Issues, Trends and Challenges Review of the Course <i>Class instructor: Saulius Olencevičius</i>	2	2	3. 9-10 Chapters

### Individual work and evaluation

Task	Total hours	Final grade, %
Group homework	22	20
Active participation	10	10
Midterm written exam (1-5 weeks)	40	30
Final written exam (7-12 weeks)	40	40
<b>Total:</b>	<b>112</b>	<b>100</b>

### Assessment of the individual and group work

**Group homework** is presented as a set of practical tasks accomplished after classroom activities in order to embed knowledge and skills. The volume of the homework, the duration of presentations, the detailed requirement for the format and the content, and the evaluation criteria could be found in the ISM e-learning. The written homework tasks should be delivered on the day before the presentation.

Group homework makes 20% of final grade. The student will receive the grade of the group and based on individually provided input. Consultations will be set during the practice time.

In case of serious reasons, individual students may be allowed to switch with another student. Students are responsible for arranging the changes and must inform the lecturer MINIMUM 1 week in advance.

**Active participation** will be assessed according to student's productive work in class, valuable comments given, participation in the tasks, case analysis, discussions and feedback given to the classmates on their group homework presentation. Preparation for the class activities might be assessed by unexpected graded quizzes.

Active participation evaluation makes 10 % of final grade.

**Midterm written exam** will be organized as individual written exam encompassing 1-5 items of the course. The exam will consist of theoretical short-answer or/and multiple-choice questions as well as cases. Midterm written exam makes 30% of final grade. Consultations will be set during the practice time.

**Final written exam** will be organized as individual written exam encompassing 7-13 items of the course. The exam will consist of theoretical short-answer or/and multiple-choice questions as well as cases. Final written exam makes 40% of final grade. Consultations will be set during the practice time.

**Readings** comprises the main as well as additional literature. Different articles and cases as the readings will be assigned before the lecture. Individual readings will be assessed through the group reports, exams, quizzes as well as class discussions.

#### Note that:

All the identified tasks should be accomplished during the semester according to the schedule given by the lecturer. **None** of the tasks might be accomplished later on. The graded papers might only be viewed at the time set by the lecturer.

The instructor reserves the right to add up to 1 point to the final grade.

If the final grade is negative, the student might be allowed to retake the exam during the exam retake session. In that case the exam will consist of all semester material and be worth of **70% of final grade**.

#### Literature

- Alonderiene, R. (2018). Selection of the Human Resource Management readings. Electronic version. ISM
- Dessler, G. (2008). Human Resource Management, 11th ed, Prentice Hall.
- Dowling, P.J., Festing, M. and Engle, A.D. (2008). *International Human Resource Management. Managing people in a multinational context.* (5th ed.). Australia: Thomson.
- Other assigned readings.

**NB. Due to the dynamic nature of the content of the course additional material can be assigned during the course.**

**Slide handouts and readings will be prepared for each class and available for download.** The slides are the intellectual property of teaching instructor and students may not distribute or duplicate these notes without written consent.