International HR Management

Course Description

The aim of this course is to provide a bird’s eye view of special features, opportunities, risks, and challenges in both country-specific and cross-national human resources management. To this end, the concept of culture will be discussed, and different ways of looking at culture will be debated. On this basis, the course analyzes country-specific personnel management with its respective peculiarities, followed by a discussion of transnational personnel management in multinational corporations. Building on this introduction, the course addresses the topics of international staff deployment, secondments, and how host countries affect the management process of multinational corporations and their foreign subsidiaries. A discussion of special features of human resources management in cross-border mergers and acquisitions completes this part of the course. In a second thematic approach, the course analyzes the requirements for developing transnational managers in multinational corporations and discusses measures such as secondment and ongoing training. Finally, the models and concepts introduced are applied to two example regions in Asia (Japan-Taiwan and China-Vietnam) and one in the USA.

Contents

1. Culture and Intercultural Perspectives
   1. Positivist View
   2. Interpretative View
   3. Critical View
2. Comparative Human Resources
   1. Globalization and its Effects on Human Resources Management
   2. Contextual Effects
   3. Requirements
3. Multinational Companies and International Human Resources Models
   1. Challenges in Multinational Corporations
   2. Resolution Methods
   3. International Human Resources Models
4. International Personnel Deployment
   1. International Personnel Planning
   2. Reasons for Deployments and Job Rotation
   3. Selection of Expatriates
   4. Success Determinants
5. International Missions and Host Countries
   1. Variance in Environmental Variables
   2. Host Country Effects for Multinational Corporations
   3. HRM in Cross-Border Mergers and Acquisitions
   4. Integration
6. Development of International Managers
   1. Personnel Development in an International Context
   2. Preparation, Support, and Reintegration of Expatriates
7. Application in Sample Markets

7.1 Asia: Japan and Taiwan

1. Asia: China and Vietnam
2. USA
3. European Countries