

HUMAN RESOURCES MANAGEMENT: INTERNATIONAL APPROACH

Course code	<i>MNG220</i>
Compulsory in the programs	<i>Elective</i>
Level of studies	<i>Undergraduate</i>
Number of credits	<i>6 ECTS (48 in-class hours + 6 consultation hours + 2 exam hours, 106 individual work hours)</i>
Course coordinator (title and name)	<i>Assoc. Prof. Dr. Bahman Peyravi</i>
Prerequisites	-
Language of instruction	<i>English</i>

THE AIM OF THE COURSE:

This course addresses both theoretical and applied aspects of economics of human resources departing from social engineering and behavioral sciences and the effect of national differences on the systems and processes associated with human resources management across national boundaries. Furthermore, Using the framework of social engineering, this course delves to explore the impact of cross-border cultural differences on IHRM practices and procedures.

MAPPING OF COURSE LEVEL LEARNING OUTCOMES (OBJECTIVES) WITH DEGREE LEVEL LEARNING OBJECTIVES (See Annex), ASSESMENT AND TEACHING METHODS

Course learning outcomes (CLO) At the end of the course the students will be able:	Degree level learning objectives (Number of LO)	Assessment methods	Teaching methods
CLO1. Knowledge and its application. Describe the main HR theories and apply them to the practical issues.	BLO1.1.	Midterm, case analysis presentation, examination.	Lectures, seminars
CLO2. Analysis. Analyze a socio-cultural differences as an cross-cultural social environment.	BLO1.2.	Midterm, case analysis presentation, examination.	Lectures, seminars, case analysis
CLO3. Research skills. Conduct the analysis of a necessity dynamics of social engineering both macro and micro level by employing data analysis frameworks.	BLO1.2. BLO3.1.	Midterm, case analysis presentation, examination.	Lectures, seminars, case analysis
CLO4. Special abilities. Apply a systematic, critical and constructive thinking in problem identification and solving.	BLO1.2.	Midterm, case analysis presentation, examination.	Case analysis, seminars, discussions, independent studies
CLO5. Social abilities. Communicate and work effectively in an intercultural and interdisciplinary group.	BLO2.1. BLO4.1. BLO4.2.	Case analysis presentation.	Seminars, discussions, case analysis preparation in work groups and presentation.
CLO6. Personal abilities. Demonstrate independent learning skills necessary to continue studies on a higher level.	BLO1.1. BLO1.2. BLO4.3.	Midterm, case presentation, examination.	Seminars, case analysis, independent studies.

ACADEMIC HONESTY AND INTEGRITY

The ISM University of Management and Economics Code of Ethics, including cheating and plagiarism are fully applicable and will be strictly enforced in the course. Academic dishonesty, and cheating can and will lead to a report to the ISM Committee of Ethics. Regarding remote learning, ISM remind students that they are expected to adhere and maintain the same academic honesty and integrity that they would in a classroom setting.

COURSE OUTLINE

Topic	In-class hours	Readings
1. The Field of economics of human resources, the social engineering, decisions, productivity and efficiency	4	Bransah W. School of finance & Financial Management/ P10-18
2. Human Resources – Motivation, commitment and engagement, Individual differences and forms of human capital	4	HRM Ch. 1-2
3. Diversity and multiculturalism	4	HRM Ch.3
4. International strategies on Human resources: Political level	4	
5. IHRM: Cultural and organizational context	4	Dowling P. Et. Al - Ch.1-2
6. Sourcing Human Resources for Global Markets – Staffing, Recruitment and Selection	4	Dowling P. et al Ch 5
Midterm Exam Homework case analysis structure presentation and discussion	4	
7. International Performance Management, International Training, Development and Careers, and International Compensation	4	Dowling P. et al Ch 6-7-8
8. IHRM Trends, Future Challenges and industrial relations	4	Dowling P. et al Ch.9-10
9. Managing expatriates: personality/ Local and International? Managing Complex Employment Expectations Case study	4	Dowling P. et al P-305
10. Tolerance of Ambiguity: Relations with Expatriate Adjustment and Job Performance	4	Albrecht A. et. al. P-71
Case studies analysis presentations	4	
Case studies analysis presentations	4	
	Total: 48 hours	
CONSULTATIONS	4	
EXAM	2	

FINAL GRADE COMPOSITION

Type of assignment	%
<i>Group Components 30%</i>	
Case study analysis and presentation	25
Peer review	5
<i>Individual Components 70%</i>	
Midterm exam	35
Final exam	35
Total:	100

DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT

- Case study analysis and presentation.** In case study analysis you seek to explain “why” certain behaviors happened, using appropriate theory, and supplement it with your common sense and scientific articles. The case study analysis (25%) and peer review (5%) of counts 30% of the final grade.

Students work in groups of 4 or more to prepare an assigned case analysis and ppt. presentation. Teams should prepare up to 20 min. Power Point presentation of the assigned cases. The ppt. presentation of a case analysis should be prepared and delivered on the assigned day. Participation in presenting the case is compulsory, absence

without a reason reduces final grade for presentation by 50%. Case analysis and presentation counts 25% of final grade, while review of other team's presentation equals 5% of final grade. All members of the team shall participate as well as indicate activity performed.

The case analysis should include 6 main parts:

- 1) **Situation analysis.** It helps to list the facts chronologically or in some systematic way. By listing the facts, you get a sense of the whole case.
 - 2) **Problem identification.** What is the problem(s), try to analyze why they exist? This may lead to an even more critical (or basic) problem. Decide on the *main problem*.
 - 3) **Theoretical survey relevant to the situation.** Provide possible theoretical framework which will lead to an appropriate solution. Present appropriate scientific articles you read; experiences of the companies related to the analyzed situation.
 - 4) **Evaluation of the alternatives.** Provide 2-3 alternative recommendations based on the theoretical survey. For each alternative, list possible and negative consequences.
 - 5) **Suggested solution.** Decide and provide rationale for it. Tell what your decision is, the possible consequences, and *why you selected the decision*.
 - 6) **Conclusion.** What are your "lessons learned" from the case? What theoretical concepts were supported or refuted, and why? Are there any new concepts that are suggested by your analysis?
2. **Midterm Exam** will cover 1- 6 lectures material and represent **35 %** of the final grade. It will consist of multiple-choice questions and mini cases analysis.
3. **Exam.** The final examination counts **35%** of the final grade and will cover 7 -10 lectures material. The exam is based on the required readings.

RETAKE POLICY

Re-take of the Exam. Students who receive a failing final grade shall have the right to re-take the exam during the re-sit week, which will comprise **70%** of the final grade. Case analysis presentations cannot be retaken.

REQUIRED READINGS

1. A knower and friend of human beings, not machines: The business career of the terminology of social engineering, 1894–1910". Östlund, David 2007.
2. No Sense of Place: The Impact of Electronic Media on Social Behavior. Oxford University Press. Meyrowitz, Joshua 1986

ADDITIONAL READINGS

1. Burton, R. M., Obel, B., Hakonsson, D.D. (2015) Organizational Design. A step-by-step approach. Cambridge University Press
2. Buchanan, D. A., Huczynski, A., J. (2010) Organizational Behaviour. Pearson Education
3. Gerard H. Seijts (2006). Cases in Organizational Behavior: SAGE Publications
4. John E. Dittrich, Robert A. Zawacki (1985). Cases in Management and Behavior: People and Organizations. Business Publications, Inc.

ADDITIONAL REMARKS

Self-study. The large component of the class is based on self-study. The lectures are there only to guide you. The responsibility to study and advance in the subject rests with you as a student.

Participation. Your participation will be evaluated based on the individual/group assignments you submit on eLearning system and peer-evaluation.

Deadlines. All assignments must be submitted at the specified day and time and late submissions will not be accepted.

Ethics. The strength of the university depends on academic and personal integrity. In this course, you must be honest and truthful. Ethical violations include cheating on exams, plagiarism, reuse of assignments, improper use of the Internet and electronic devices, unauthorized collaboration, alteration of graded assignments, forgery and falsification, lying, facilitating academic dishonesty and unfair competition.

ANNEX

DEGREE LEVEL LEARNING OBJECTIVES

Learning objectives for the Bachelor of Business Management

Programmes:

International Business and Communication,

Business Management and Marketing, Finance,

Industrial Technology Management

Learning Goals	Learning Objectives
Students will be critical thinkers	BLO1.1. Students will be able to understand core concepts and methods in the business disciplines
	BLO1.2. Students will be able to conduct a contextual analysis to identify a problem associated with their discipline, to generate managerial options and propose viable solutions
Students will be socially responsible in their related discipline	BLO2.1. Students will be knowledgeable about ethics and social responsibility
Students will be technology agile	BLO3.1. Students will demonstrate proficiency in common business software packages
	BLO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	BLO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	BLO4.2. Students will be able to convey their ideas effectively through an oral presentation
	BLO4.3. Students will be able to convey their ideas effectively in a written paper