



Aalto University
School of Business

People management in multinational organizations

26E03400, 6 ECTS

Session: 9

Challenges of work-life integration in multinationals

Guest speaker: Juha Äkräs
H2H Performance

26.3.2019
2

Agenda for today

- Challenges of work-life integration in multinationals
- Course wrap-up
- Feedback on your KONE assignment
- Final course paper (20%)

You raised some interesting questions...

- **Could we find any tools or techniques to learn what one actually wants with his life?**
- **Is demotivating work experience better than no work experience?**
- **Shouldn't work-life balance be the starting point to successful business or does it require compromises from personal life?**
- **Is it the employee's or the leader's responsibility to ensure employee's well-being in the work-context?**

Collective course wrap-up

26.3.2019
5

Objectives of this course / Learning outcomes

- To identify linkages between strategy of multinational corporations, capabilities and human resource management
- To apply the principles and techniques of HRM in managing a global workforce, such as talent management
- To analyse how HR can contribute to a supportive organization culture and social architecture of MNCs
- To appreciate the role of HR in managing a global workforce
- To realise that as a manager with subordinates you can make a real difference in people's lives

Topics of the sessions

1. Course introduction
2. The roles and responsibilities of the HR function
3. Global integration-local responsiveness of HRM practices (Lincoln case)
4. Organizational culture & New generation of employees
5. Global leadership development
6. Role of HRM in post-acquisition integration (Adecco case)
7. Expatriates and global mobility
8. Acquiring and development talent (KONE in China)
9. Challenges of work-life integration in multinationals

Skill development

During the course, we will work with the following skill sets:

- critical thinking
- team work skills
- reflexive writing
- receiving and giving feedback

Final course paper

26.3.2019
9

Final course paper

Reflect upon the following questions:

- What were the most important take-away's of the course for you personally and why?
- How has your thinking about people management evolved during the course?
- What (if anything) will you think about and/or do differently from now on?

Friendly tip: Remember to use academic writing style with proper referencing.

Format: Max. 1400 words (Font: 12pt Times New Roman; Line spacing: 1,5 lines), include full references to the sources.

Deadline: The assignment has to be uploaded to the assignment submission box in MyCourses by **April 9th at 9:00**.

Defining reflection

“Reflection is an important human activity in which people recapture their experience, think about it, mull over and evaluate it. It is this working with experience that is important in learning”.

Boud, D., Keogh, R. & Walker, D. (1985) *Reflection: Turning Experience into Learning*. London: Kogan Page, p. 43.

What is (not) a good reflection paper?

- It is not a summary of all the issues discussed during the course (answers only what question)
- A good reflection paper demonstrates your ability to evaluate and assess the knowledge generated during the course and discuss its value to you given your interests, experiences and background information as a learner (answers 'how' and 'why' questions)
- A good reflection paper is clearly structured: it has an introduction and a conclusion and a clear purpose; it may use visuals
- A good reflection paper follows an academic writing style (referencing; e.g. for direct quotations indicate author name, year, page)

KONE case (1)

Q1: Evaluation of Global Management activities & Improvements (3p.):

1,5 p. What worked well: top management commitment, focus on people development (high potentials/performers), focus on development (70-20-10)

Strategy – Capabilities – People

1, 5 p. What could be improved: internal vs. external focus, increase focus on functional experts, increase transparency & diversity, improve flexibility of talent management system

Q2: Challenges & What to do in China (3p.):

1p. Challenges: global integration vs. local adaptation, internal vs. external recruitment, short-term vs. long-term objectives

1p. Arguments for global integration

1p. Arguments for local adaptation

KONE case (2)

Depth and quality of analysis (4p.):

1p. Big picture

→ How to manage talent globally: Global vs. local dilemma

1p. Using theory as a thinking tool

1p. Applying theory to the practical problem

1p. How well you express and present your analysis

Compensatory case

Voluntary

- Can be used to compensate for a missed in-class assignment/ case study or replace the case with the lowest grade

To be done at home (individually or in groups)

Format: 3 -5 PPT slides

Deadline: April 13th @ 10 am on MyCourses

Same evaluation criteria as in previous cases

The reading can be found on MyCourses

Compensatory case: Toyota

1. How has Toyota sought to develop a common culture and values?

- Has it worked? If yes, why? If not, why not?

2. What recommendations would you give to Toyota?



Finding happiness in your career

”The only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven’t found it yet, keep looking. Don’t settle. As with all matters of heart, you’ll know when you find it.”

- Steve Jobs

**Thank-you & good luck
with your future studies!**

26.3.2019
18