

People Management in Multinational Organizations

(26E03400, 6 ECTS)

PRELIMINARY SYLLABUS

February 7, 2020

Instructor's contact information	Course information
Professor Rebecca Piekkari E-mail: rebecca.piekkari@aalto.fi Office: Y-205, Dept of Mgt Studies Office hours: Meeting upon request Course assistant: Linh Duong E-mail: thuy.duong@aalto.fi	MIB MSc program, elective course Academic Year 2019-20, Period IV Language of Instruction: English Lecture hall: Room R208/Q101 (Väre) All course material in MyCourses: https://mycourses.aalto.fi/course/view.php?id=19951

1. OVERVIEW

The course examines issues and challenges related to people management in a multinational context. People are considered as one of the most, if not the most important resource for global competitiveness of firms. Yet, the challenge of effective people management remains considerable in multinational organizations operating across very different geographical, cultural and institutional environments. The course is divided into three broad themes: (i) the link between firm strategy, capabilities and HR; (ii) global HRM practices such as talent management and diversity management; and (iii) HR's role in facilitating organization culture and cohesion.

2. PREREQUISITES

No specific prerequisites. This course is part of M.Sc. studies.

3. LEARNING OUTCOMES

Upon completion of the course, students is able to (i) assess the link between firm strategy, capabilities and human resources (HR), (ii) apply the principles and techniques of HR in managing a global workforce and, (iii) analyse how HR can contribute to a supportive organization culture and cohesion. As future change agents in their own organization, students will appreciate that managing human resources is every line manager's responsibility. In terms of skill development, students will practice receiving and giving feedback, reflexive writing, critical thinking and team work.

4. ASSESSMENT AND GRADING

I.	Individual pre-assignment for Session 1	4 % (4 p.)
II.	Individual reflection paper	18 % (9 x 2 p.)
III.	In-class assignments in groups	20% (4 x 5 p.)
IV.	Individual case studies (Sophie case, KONE)	30 % (20 p. + 10 p.)
V.	Final course paper	10 % (10 p.)
VI.	Active participation and contribution	18 % (9 x 2 p.)

Grading scale 1-5 will be used.

0-49 points = 0 (fail)

50-59 points = 1

60-69 points = 2

70-79 points = 3

80-89 points = 4

90-100 points = 5

5. ASSIGNMENTS

I. Individual pre-assignment for Session 1 (4%, 4 p.)

For your pre-assignment, please answer the following questions:

1. What kind of experience do you have about HR? You can write about your academic knowledge about HR, i.e. which HR courses you have attended, and your experience about HR that you have from work life or your hobbies.
2. In your view, which organization is exemplary in people management? Why?
3. What kind of expectations do you have for this course?

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

Deadline: The pre-assignment has to be uploaded to the assignment submission box in MyCourses by **February, 21st at 23:59**. Be prepared to discuss your answers in the first session of the course.

II. Individual reflection paper (18 %, 9 x 2 p.)

Submit an individual reflection paper in which you reflect on the learnings from your reading of the assigned literature for each session. For each chapter and article the paper should contain:

1. Own learning points (i.e. what did YOU learn when reading the material)
2. Questions/issues that you would like to discuss during the session, as well as reasons why you think these questions/issues are worthy of discussion

Format: 200-250 words per chapter/article

Deadline: The reflection paper has to be uploaded to the assignment submission box in MyCourses the night before each session by 23.59.

III. In-class assignments in groups (20%, 4 x 5 p.)

All case assignments will be done in class as group work and the groups will be different for each case. The cases will be given in class, and there is no need to prepare beforehand. The dates for each case are given below.

Grading for the case assignments is 0-5 points per case and criteria for evaluating the case assignments are given during the first lecture. More detailed instructions for each case are given in class. The case solutions and evaluation will be discussed in class and overall feedback given. Individual feedback is available upon request.

Case 1:	For Session 2, February 27
Case 2:	For Session 4, March 5
Case 3:	For Session 5, March 10
Case 4:	For Session 6, March 12

Format: 3-5 power point slides, in class presentation

IV. Individual case studies (KONE case and Sophie case), 30% (20 p. and 10 p.)

Session 8: KONE case

The case will be available from MyCourses (please note that the case is proprietary material and is only intended for the use of the course participants). Analyse the case and answer the following questions:

1. Critically evaluate KONE's global talent management activities. What kinds of improvements should KONE still make?
2. How would you describe the challenges KONE is facing in China?
 - 2a. What should KONE do in China?
 - 2b. Should KONE transfer some of its talent management practices in China to other parts of the global corporation?

Format: 1000 words

Deadline: The case solution has to be uploaded to the assignment submission box in MyCourses before the start of Session 9, **March 18 at 23:59.**

Session 9: Sophie case

The case is available from MyCourses (please note that the case is proprietary material and is only intended for the use of the course participants). Analyse the case and answer the following questions:

1. Are Peter and Sophie suited to living abroad? Why?
2. Assess the quality of the preparation for, and the conditions of their expatriation.
3. Once settled in Iran, what difficulties did Peter and Sophie face?
4. Imagine you are Olav, Peter's manager. You have read a recent study explaining that most failed expatriations are due to the partner. What measures will you take to ensure that their experience abroad ends well?

Format: 800 words

Deadline: The case solution has to be uploaded to the assignment submission box in MyCourses before the start of Session 9, **March 23 at 23:59.**

V. Active participation and contribution (18%, 9 x 2 p.)

Although the classes are not compulsory, you will learn most by actively participating in the course. Each session and its assignments have been designed in such a way that it is very difficult to pass the course without active participation.

During every class we will discuss the readings assigned for each session in order to expose you to the relevant academic literature on each topic. The full references to the articles are available in the course outline below. It is recommended to use approximately 2-3 hours for getting familiar with the articles and preparing reflection paper.

For the purpose, 18% of the course evaluation will be based on active participation and contribution during sessions. In addition, you can also get **2 bonus points** for responding to the feedback survey. These points will be awarded at the end of the course. Name tags need to be worn throughout the course.

VI. *Individual reflection paper (10%, 10 p.)*

Reflect upon the following questions:

- What were the most important take-aways of the course for you personally and why?
- How has your thinking about people management evolved during the course (compare to your initial thoughts in the pre-assignment for Session 1)?
- What (if anything) will you think about and/or do differently from now on?

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 8 at 23:59**.

Note for all assignments:

Please note that none of the above assignments are compulsory, you will just not get the points for those that you miss. However, in order to ensure the same rules for all students, the deadlines are non-negotiable and assignments cannot be compensated with a different one.

6. READINGS

Only selected readings (e.g. cases) are available on MyCourses. As to all the other readings, you are expected to download them yourself based on the references provided in the preliminary schedule. These readings are publicly available, and you can find them easily by searching (in Google) with the article name (please note this works on any Aalto computer, but not elsewhere) or via our university library webpages. An older edition of the textbook available in the library.

7. SCHEDULE

Time & Location	Contents	Assignment due date
Tue 25.2. 9:15 – 12:00 @ Väre Q101	Session 1: Course introduction (strongly recommended) Topic: - introduction and getting started - learning goals, skills and pedagogy - assignments and practicalities - why people management? - understanding the field of HRM - pre-assignment	Pre-assignment 21.2. at 23:59 Reflection paper 24.2. at 23:59

	<p><u>Visitor:</u> Virpi Outila, Leeds University, UK</p> <p><u>Reading(s):</u> Pucik, V., Evans, P., Björkman, I., and Morris, S. (2017). <i>The Global Challenge: International Human Resource Management</i>. Chicago: Chicago Business Press. Third edition, Chapter 1.</p>	
<p>Thu 27.2. 9:15 – 12:00 @ Väre Q101</p>	<p>Session 2: The roles and responsibilities of the HR function</p> <p><u>Topic:</u> -The role of the HR function in multinational corporations - In-class assignment: Case 1</p> <p><u>Visitor:</u> Virpi Outila, Leeds University, UK</p> <p><u>Reading(s):</u> Capelli, P. (2015). Why we love to hate HR... and what HR can do about it. <i>Harvard Business Review</i>, 93(7-8), 54-61.</p> <p>Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. D. (2013). The State of the HR Profession. <i>Human Resource Management</i>, 52(3), 457-471.</p>	<p>Reflection paper 26.2. at 23:59</p>
<p>Tue 3.3. 9:15 – 12:00 @ Väre Q101</p>	<p>Session 3: Diversity management: Dimensions, challenges and opportunities</p> <p><u>Topic:</u> - what are the key dimensions of diversity? - why is diversity management challenging? - what opportunities does diversity management offer for societies and organizations?</p> <p><u>Reading(s):</u> Piekkari, R., Oxelheim, L. and Randøy, T. (2015). The Silent Board: How Language Diversity May Affect Work Processes of the Corporate Board. <i>Corporate Governance: An International Review</i>, 23(1), 25-41.</p> <p>Taplett, F. B., Kretz, M. Dean, J. and Novacek, G. (2019). Diversity is just the first step: Inclusion comes next. Boston Consulting Group reports, available at https://www.bcg.com/publications/2019/diversity-first-step-inclusion-comes-next.aspx</p> <p>Choose one of the following reports based on your interests and language skills: UNTIL's Diversity & Inclusion report 2019 https://until.un.org/news/until-releases-report-diversity-and-inclusion-tech</p>	<p>Reflection paper 2.3. at 23:59</p>

	<p>Women in the Workplace by McKinsey & Company (available on MyCourses)</p> <p>Findix report 2020 (in Finnish) http://findix.fi/uploads/1/2/4/4/124448646/findix_2020_fi_final.pdf</p> <p>The confidence Gap 2014, The Atlantic (available on MyCourses)</p>	
<p>Thu 5.3. 9:15 – 12:00 @ Väre Q101</p>	<p>Session 4: Shaping organizational culture and facilitating cohesion in multinationals</p> <p>Topic: - How does HR contribute to a supporting organizational culture and facilitate cohesion? - In-class assignment: Case 2</p> <p>Reading(s): Watkins, M. D. (2013). What Is Organizational Culture? And Why Should We Care?. <i>Harvard Business Review Digital Articles</i>, 2-5.</p> <p>Barney, J.B. (1986) Organizational culture: Can it be a source of sustained competitive advantage? <i>Academy of Management Review</i> 11(3), 656-665.</p>	<p>Reflection paper 4.3. at 23:59</p>
<p>Tue 10.3. 9:15 – 12:00 @ Väre Q101</p>	<p>Session 5: Learnings from competitive sports and the new generation of employees</p> <p>Topic: - What insights can be drawn from competitive sports at the highest level for people management and leadership? - How can companies respond to new generations of employees and their expectations? - In-class assignment: Case 3 What skills have you practiced in your hobbies that may prove beneficial in your subsequent career?</p> <p>Visitor: Sami Itani, Country manager of Finland, Adecco and President, Finnish Athletics</p> <p>Reading(s): Schroth, H. (2019) Are you ready for Gen Z in the workplace? <i>Californian Management Review</i>, 61(3): 5-18</p>	<p>Reflection paper 9.3. at 23:59</p>
<p>Thu 12.3. 09:15 – 12:00 @ Väre Q101</p>	<p>Session 6: Filling talent gaps</p> <p>Topic: - What are the implications of talent gaps in Finland for SMEs and policy makers? - In-class assignment: Case 4</p> <p>Visitor: Ulla Hiekkanen-Mäkelä, Business Finland, Talent boost programme.</p>	<p>Reflection paper 11.3. at 23:59</p>

	<p>Reading(s): Chand, M. and Tung, R. (2019) Skilled immigration to fill talent gaps: A comparison of the immigration policies in the United States, Canada and Australia. <i>Journal of International Business Policy</i>, 2(4), 333-355.</p>	
<p>Tue 17.3. 9:15 – 12:00 @ Väre Q101</p>	<p>Session 7: Challenges of work-life integration in multinationals</p> <p>Topic: -Managing self at the workplace</p> <p>Visitor: Juha Äkräs, Executive-in-Residence, Aalto University, School of Business; Co-founder and Chairman of the Board, Hintsä Performance Ltd</p> <p>Reading(s): Christensen, C. M. (2010). How will you measure your life? <i>Harvard Business Review</i> 88(7-8), 46-51.</p> <p>More background information Christensen, C. M., Allworth, J. and Dillon, K. (2012). <i>How will you measure your life?</i> New York: Harper Business.</p>	<p>Reflection paper 16.3. at 23:59</p>
<p>Thu 19.3. 9:00 –12:00 @ Väre Q101</p>	<p>Session 8: Acquiring and developing talent</p> <p>Topic: -Global talent management -KONE case (see above questions to be answered about the case)</p> <p>Visitor: Ingmar Björkman, co-author of the KONE case</p> <p>Reading(s): Pucik, V., Evans, P., Björkman, I., and Morris, S. (2017). <i>Global Challenge: International Human Resource Management</i>. Chicago: Chicago Business Press. Third edition, Chapter 6.</p> <p><i>KONE case (available on MyCourses)</i></p>	<p>Reflection paper 18.3. at 23:59</p> <p>Individual case 18.3 at 23:59</p>
<p>Tue 24.3. 9:15 – 12:00 @ Väre Q101</p>	<p>Session 9: Expatriates and global mobility</p> <p>Topics: - Managing expatriates and global mobility - Sophie in the lands of the Mullahs</p> <p>Reading(s): Pucik, V., Evans, P., Björkman, I., and Morris, S. (2017). <i>Global Challenge: International Human Resource Management</i>. Chicago: Chicago Business Press. Third edition, Chapter 9.</p> <p>Clouse, M.A. and Watkins, M.D. (2009). Three keys to getting an overseas assignment right. <i>Harvard Business Review</i>, October: 115-119.</p>	<p>Reflection paper 23.3. at 23:59</p> <p>Individual case 23.3 at 23:59</p>

	<i>Sophie in the land of the Mullahs: From clichés to the reality of expatriation (case available on MyCourses).</i>	
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Please find in the table below the corresponding chapters of the two editions:

The global challenge: International Human Resource Management (3rd edition), Pucik, Evans, Björkman, and Morris (2017)	The global challenge: International Human Resource Management (2nd edition), Evans, Pucik, and Björkman (2011)
Chapter 1 ‘The challenges of International Human Resource Management’ (pp. 1 – 36)	Chapter 1 ‘The challenges of International Human Resource Management’ (pp. 1 – 41) Chapter 2 ‘Human Resource Management in the International Firm: The Framework’ (pp. 42 – 80)
Chapter 2 ‘Becoming Locally Responsive’ (pp. 37 – 67)	Chapter 3 ‘Becoming Locally Responsive’ (pp. 81 – 122)
Chapter 3 ‘Achieving Global Integration’ (pp. 69 – 103)	Chapter 4 ‘Achieving Global Integration’ (pp. 123 – 169)
Chapter 4 ‘Structuring Coordination’ (pp. 105 – 138)	Chapter 5 ‘Structuring Global Coordination’ (pp. 170 – 216)
Chapter 5 ‘Constructing Social Architecture’ (pp. 139 – 166)	Chapter 6 ‘Building Social Architecture’ (pp. 217 – 254)
Chapter 6 ‘Acquiring Global Talent’ (pp. 167 – 198)	Chapter 7 ‘Managing Global Talent: Recruitment, Selection, and Retention’ (pp. 255 – 300)
Chapter 7 ‘Global Performance Management’ (pp. 199 – 230)	Chapter 9 ‘Global Performance Management’ (pp. 346 – 390)
Chapter 8 ‘Developing Global Leaders’ (pp. 231 – 264)	Chapter 8 ‘Developing Global Leaders’ (pp. 301 – 345)
Chapter 9 ‘Steering Global Mobility’ (pp. 265 – 296)	Chapter 4 ‘Achieving Global Integration’ (pp. 123 – 169, focus on expatriates)
Chapter 10 ‘Facilitating Change in Multinational Organizations’ (pp. 297 – 326)	Chapter 11 ‘Facilitating Change in Multinational Organizations’ (pp. 433 – 475)
Chapter 11 ‘Managing Knowledge and Innovation across Borders’ (pp. 327 – 353)	Chapter 10 ‘Managing Knowledge and Innovation across Borders’ (pp. 391 – 432)
Chapter 12 ‘Forging Cross-Border Mergers and Acquisitions’ (pp. 355 – 388)	Chapter 13 ‘Forging Cross-Border Mergers and Acquisitions’ (pp. 525 – 569)
Chapter 13 ‘Managing Alliances and Joint Ventures’ (pp. 389 – 420)	Chapter 12 ‘Managing Alliances and Joint Ventures’ (pp. 476 – 524)
Chapter 14 ‘Transforming the Global Human Resource Role’ (pp. 421 – 451)	Chapter 14 ‘Transforming the Global Human Resource Role’ (pp. 570 – 611)

8. COURSE WORKLOAD

Pre-assignment	6
Classroom hours	27
Class preparation & time to think	95
Final course paper	32
Total	160h (6 ECTS)

9. ETHICAL RULES

Aalto University Code of Academic Integrity and Handling Thereof>

<https://into.aalto.fi/pages/viewpage.action?pageId=3772443>