

*People Management in Multinational Organizations*  
(26E03400, 6 ECTS)

Syllabus – February 24, 2021

Instructor's contact information	Course information
Ingmar Björkman E-mail: <a href="mailto:Ingmar.bjorkman@aalto.fi">Ingmar.bjorkman@aalto.fi</a> Office hours: Meeting upon request  Course assistant: Anna Hynynen E-mail: <a href="mailto:anna.hynynen@aalto.fi">anna.hynynen@aalto.fi</a>	M.Sc. degree: specialization studies in Management and International Business, elective Academic Year 2020-21, Period IV Language of Instruction: English All course material in MyCourses: <a href="https://mycourses.aalto.fi/course/view.php?id=19951">https://mycourses.aalto.fi/course/view.php?id=19951</a>

## INSTRUCTORS

### Ingmar Björkman

Ingmar ('Inkku') Björkman is Professor of International Business and former Dean of Aalto University School of Business in Finland. He has previously held permanent and visiting positions at Hanken School of Economics (Helsinki), Hong Kong University, ESSEC (Paris), INSEAD (Fontainebleau & Singapore), and SCANCOR (Stanford University). He has also taught at a number of other business schools in Europe and Asia. He has received best teacher awards at Hanken School of Economics, Fudan University (Shanghai), and INSEAD (Singapore). He received the International Educator (Dean) of the Year Award from the Academy of International Business in 2019.



Ingmar's research interests focus on people management issues in international organizations. He is a winner of the Journal of International Business Studies Decade Award (together with Dana Minbaeva, Torben Pedersen, Carl Fey, and H-J. Park). His latest books are 'Global Challenge: International Human Resource Management' (2017, 3<sup>rd</sup> edition, Chicago Business School Press), co-authored with Paul Evans (INSEAD), Vladimir Pucik (CEIBS) and Shad Morris (Brigham Young University), and 'Handbook of Research in International HRM' (2012, 2<sup>nd</sup> edition, Edward Elgar), co-edited with Günter Stahl (WU) and Shad Morris.

### Anna Hynynen

Anna Hynynen is a doctoral candidate in International Business, and Diversity Officer for Aalto University. She holds a MSc degree in political science from University of Helsinki.

Her former experience includes HR and Diversity development roles in higher education, six years as an executive search consultant, and foresight work as a project researcher at Confederation of Finnish Industries focusing on future competence needs of Finnish businesses. Anna's research interests include HRM and diversity and inclusion in multicultural organizations.



## 1. OVERVIEW

The course exposes participants to the intersection between strategic management and people management in multinational organizations. People are considered a key source of global competitiveness of firms. Yet, the challenge of effective people management are considerable in multinational organizations operating across different geographical, cultural and institutional environments. The course is divided into three broad themes: (i) the link between firm strategy, organizational capabilities and people management; (ii) how to control, coordinate and transform international operations through structural mechanisms, social architecture (organizational culture and social capital), and people management processes; and (iii) key people (HR) management practices such as talent acquisition and management, performance management, leadership development, and mobility in a global context.

## 2. PREREQUISITES

No prerequisites. Basic knowledge in People (HR) Management and Strategic Management recommended.

## 3. LEARNING OUTCOMES

Upon completion of the course, students should understand how people management can contribute to value creation in multinational organizations.

## 4. ASSESSMENT AND GRADING

I.	Individual reflection papers	22 % (11 x 2 p.)
II.	Individual case studies (Lincoln, KONE, Guangdong)	18 % (3 x 6 p.)
III.	Active participation and contribution	20 %
IV.	Final course paper	40 %
	+ Completed course evaluation	+2 %

The following 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

### 1. Individual reflection paper (22 %, 11 x 2 p.)

Submit an individual reflection paper in which you reflect on the learning from your reading of the assigned literature for each session. For each chapter, article, and minicase (but not full cases!) 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 covering all readings for the session (including possible minicase).

**Deadline:** The reflection paper has to be uploaded to the assignment submission box in MyCourses (as online text format) the day before each session by 11.59am.

## **II. Individual case studies (Lincoln Electric, KONE, and Guangdong Electronics cases), 18% (3 x 6 p.)**

### **Lincoln Electric in China**

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. How do you explain Lincoln's success in the United States? What roles does the way in which the company manages people play in its success?
2. Should the company introduce the reward system and other elements of how the firm operates in the United States also in China? Why/why not?

**Format:** Maximum 1000 words

**Deadline:** The case solution has to be uploaded to the assignment submission box in MyCourses before the start of Session 2.

### **Pushing the Right Buttons: Global Talent Management at KONE Corporation**

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. Evaluate KONE's global talent management activities. What do you see as the strengths of the talent management system and what kinds of improvements should KONE still make?
2. What should KONE do to further develop how it manages talent in China, and why?

**Format:** Maximum 1000 words

**Deadline:** The case solution has to be uploaded to the assignment submission box in MyCourses before the start of the session.

### **Guangdong Electronics**

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. How would you evaluate the development of Guangdong Electronics so far?
2. Which factors have restricted the expatriates' ability to develop Guangdong Electronic's operations?
3. What should Gunther Dane do now? Why?

**Format:** Maximum 1000 words

**Deadline:** The case solution has to be uploaded to the assignment submission box in MyCourses before the start of the session.

### III. Active participation and contribution (20%)

Although the classes are not compulsory, you will learn most by actively participating in the synchronous sessions. Before each session, you are expected to use approximately 4-5 hours for reading the material and preparing your reflection papers, somewhat more when there is a full teaching case assigned. During every class we will discuss the assigned cases, minicases and readings. There will also be group work consisting of teams analyzing cases and preparing their answers of power point slides to be sent to [anna.hynynen@aalto.fi](mailto:anna.hynynen@aalto.fi) and [Ingmar.bjorkman@aalto.fi](mailto:Ingmar.bjorkman@aalto.fi) before the virtual presentation and discussion of the results of the group work.

20% of the course evaluation will be based on active participation and contribution to the learning of the other students during sessions: i) orally, ii) in the chat function, and through the iii) quality of the team work ppt presentations.

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.

### Individual reflection paper (40%)

- Choose one topic related to people management in multinational organizations. What is the issue? What are particular challenges that organizations face when trying to address the issue? How may organizations attempt to overcome these challenges and what are some concrete example(s) of how they have done so? (Max. 2,000 words)
- What were the most important take-aways of the course for you personally and why? (Max. 500 words)

Remember to use academic writing style with proper referencing.

Format: Max. 2,500 words (Font: 12pt Times New Roman; Line spacing: 1,5 lines), excluding references.

Deadline: The assignment has to be uploaded to the assignment submission box in MyCourses by **April 16<sup>th</sup> at 23:59.**

### Note for all assignments:

Please note that none of the above assignments are compulsory, you will just not get any 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 (the cases and minicases) are available on MyCourses. As to the other readings you are expected to download them yourself based on the references provided in the preliminary schedule. These readings are available via the Aalto University library services, and you can find them easily by searching with the article name (please note this works on any Aalto computer, but not elsewhere) or via our university library webpages.

Ingmar Björkman has deposited two extra copies of the textbook at the reception of the business school that you can borrow for two working days at a time; please send an email to both Anna Hynynen and Ingmar Björkman if you want to borrow a copy, and we will try to keep track of the availability of the books and respond to you. While it is recommended that you read the third edition of the textbook, there is significant overlap with the third and second editions. Please find in the table below the corresponding chapters of the two editions:

Pucik, Evans, Björkman, and Morris (2017). <i>The Global Challenge: International Human Resource Management (3<sup>rd</sup> edition)</i>	Evans, Pucik, and Björkman (2011). <i>The Global Challenge: International Human Resource Management (2<sup>nd</sup> edition)</i>
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)

## 7. SCHEDULE

Time	Contents
Wed 3.3 13:15 – 16:00	<p><b>Session 1: Course introduction and overview</b> <i>Ingmar Björkman</i></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>Minicase: <i>Netflix</i> (Forthcoming in Pucik, Evans, Björkman, and Stahl, 2022) (available on MyCourses)</p>
Fri 5.3 8:15 – 11:00	<p><b>Session 2: Local responsiveness vs. Global integration</b> <i>Ingmar Björkman</i></p> <p><u>Reading(s)</u>: 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 2 (skim Chapter 3).</p> <p>Case: <i>Lincoln Electric in China</i> (available on MyCourses)</p>
Wed 10.3. 13:15 – 16:00	<p><b>Session 3: Control and coordination</b> <i>Ingmar Björkman</i></p> <p><u>Reading(s)</u>: Pucik, V., Evans, P., Björkman, I., and Morris, S. (2017). <i>Global Challenge: International Human Resource Management</i>. Chicago: Chicago Business Press. Third edition, Chapters 3-4.</p> <p>Minicase: <i>ABB</i> (Forthcoming in Pucik, Evans, Björkman, and Stahl, 2022, available on MyCourses)</p>
Fri 12.3. 8:15 – 11:00	<p><b>Session 4: Social architecture</b> <i>Ingmar Björkman</i></p> <p><u>Reading(s)</u>: 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 5. Please read the opening case carefully!</p>
Wed 17.3. 13:15 – 16:00	<p><b>Session 5: Talent attraction, diversity &amp; inclusion</b> <i>Ingmar Björkman &amp; Anna Hynynen</i></p> <p><u>Reading(s)</u>: 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. Hofmans, J. &amp; Judge, T.A. (2019). Hiring for Culture Fit Doesn't Have to Undermine Diversity. <i>Harvard Business Review</i>, 9. <a href="https://hbr.org/2019/09/hiring-for-culture-fit-doesnt-have-to-undermine-diversity">https://hbr.org/2019/09/hiring-for-culture-fit-doesnt-have-to-undermine-diversity</a></p>



	Minicase: Google (Forthcoming in Pucik, Evans, Björkman, and Stahl, 2022, available on MyCourses)
Fri 19.3. 08:15 – 11:00	<p><b>Session 6: Managing performance and knowledge in the global context</b> <i>Ingmar Björkman</i></p> <p><u>Reading(s):</u> Pucik, V., Evans, P., Björkman, I., and Morris, S. (2017). <i>Global Challenge: International Human Resource Management</i>. Chicago: Chicago Business Press. Third edition, Chapters 7 and 11.</p> <p>Guest: HR/Talent Manager <i>Nina Varmola</i>: ‘Performance Management – case Deloitte’</p>
Wed 24.3. 13:15 – 16:00	<p><b>Session 7: Talent management and leadership development</b> <i>Ingmar Björkman</i></p> <p><u>Reading(s):</u> 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 8.</p> <p>Case: <i>Pushing the Right Buttons: Global Talent Management at KONE Corporation</i> (available on MyCourses)</p>
Fri 26.3. 8:15 – 13:00	<p><b>Session 8: Expatriates and global mobility</b> <i>Ingmar Björkman</i></p> <p><u>Reading(s):</u> 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>Minicase: <i>Andreas Weber’s Reward for Success in an International Assignment – A Return to an Uncertain Future</i> (case available on MyCourses)</p>
Wed 31.3. 13:15 – 16:00	<p><b>Session 9: M&amp;A integration: A people management perspective</b> <i>Ingmar Björkman</i></p> <p><u>Reading(s):</u> 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 13.</p> <p>Minicase: <i>Can this Merger Be Saved?</i> (read the case description on pages 28-32): <a href="http://web.b.ebscohost.com.libproxy.aalto.fi/ehost/pdfviewer/pdfviewer?vid=6&amp;sid=c238433b-8a95-443e-9ea1-459d294c3e65%40pdc-v-sessmgr04">http://web.b.ebscohost.com.libproxy.aalto.fi/ehost/pdfviewer/pdfviewer?vid=6&amp;sid=c238433b-8a95-443e-9ea1-459d294c3e65%40pdc-v-sessmgr04</a></p>
Wed 7.4. 13:15 – 16:00	<p><b>Session 10: Managing strategic change</b> <i>Ingmar Björkman</i></p> <p><u>Reading(s):</u> 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 10 (skim Chapter 12).</p>

	<p>Case: <i>Guangdong Electronics</i> (available on MyCourses)</p> <p>Guest: Chief Human Resources Officer (CHRO) Sebastian Lund, Amer Sports Corporation</p>
<p>Fri 9.4. 8:15 – 11:00</p>	<p><b>Session 11: The HR function, HRM and sustainability; Conclusions</b> <i>Ingmar Björkman</i></p> <p><u>Reading(s):</u> 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 14.</p> <p>Guest: VP, HR, Stora Enso, <i>Katariina Kravi</i>: ‘Stora Enso solving global sustainability challenges – How HR needs to change to support business renewal’</p>

## COURSE WORKLOAD

<b>Classroom hours</b>	33
<b>Class preparation &amp; reflection</b>	67
<b>Final course paper</b>	60
<b>Total</b>	160h (6 ECTS)

## 8. ETHICAL RULES

Aalto University Code of Academic Integrity and Handling Thereof

<https://into.aalto.fi/display/ensaannot/Aalto+University+Code+of+Academic+Integrity+and+Handling+Violations+Thereof>