

*People Management in Multinational Organizations*  
(26E03400, 6 ECTS)  
2022

Syllabus – Draft, January 31

Instructor's contact information	Course information
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## 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 and the *EIASM Interdisciplinary Leader Award* in 2021.



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 book is 'Global Challenge: International Human Resource Management' (2017, 3<sup>rd</sup> edition, Chicago Business School Press), of which he is currently finalizing the fourth edition together with his co-authors Vladimir Pucik (Aalto & CEIBS), Paul Evans (INSEAD), and Günter Stahl (WU Vienna).

### Valentina Arrieta

Valentina Arrieta is a doctoral candidate in International Business at Aalto University. She holds a MSc degree in Information and Service Management from Aalto University.

Her research focuses on new ways of working, specifically, on self-management as a form of organizing. She investigates such issues as control, autonomy, and national culture effects in highly decentralized organizations. Additionally, she assists in teaching in various courses at Aalto University.

## 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 challenges 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. The particular challenges of people management in China are a particular focus of the course.

The course will be taught on campus, with the lectures taking place in U006 (School of Business, Ekonominaukio 1). All participants are strongly advised to participate in the lectures on campus. However, for the benefit of participants who either belong to a risk group, are ill or due to a force majeure cannot participate in class, the lectures will also be streamed through Zoom, you can join the streaming through this link: <https://aalto.zoom.us/j/64469517425>. But to be noted is that active participation (including the possibility to earn participation points) requires presence in class.

### 1. PREREQUISITES

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

### 2. LEARNING OUTCOMES

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

### 3. ASSESSMENT AND GRADING

I.	Individual reflection papers	30 % (10 x 3 p.)
II.	Individual case studies (KONE, Guangdong)	16 % (2 x 8 p.)
III.	Active participation and contribution	14 %
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

## 4. ASSIGNMENTS

### ***I. Individual reflection paper (30 %, 10 x 3 p.)***

Submit a maximum of ten individual reflection papers in which you reflect on the learning from your reading of the assigned literature (not including possible full teaching cases, i.e. KONE and Guangdong Electric) for each session. 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:** Approximately 250 words per chapter/article/minicase

**Deadline:** The reflection paper has to be uploaded to the assignment submission box in MyCourses on the day of the session by 11.59 am.

### ***II. Individual case studies (KONE and Guangdong Electronics cases), 16% (2 x 8 p.)***

#### **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
2. What do you see as possible improvements that KONE could still make?
3. 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 (14%)**

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.

14% 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 teamwork 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.

### **Final paper (40%)**

- i) What were your most important take-aways of the course as a whole and why? (Max. 500 words) Please note. Please write this part as a reflection paper. (max. 6 points)
- ii) The second part can **either be done individually or in pairs**. 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. 2,500 words if done individually, 3,000 words if done in pairs, excluding references.) Please note: Please write this part of the paper in academic essay style, with proper referencing. (Max. 34 points)

Remember to use academic writing style with proper referencing.

**Format:** Font: 12pt Times New Roman; Line spacing: 1,5 lines)

**Deadline:** The assignment has to be uploaded **in two different files** to the assignment submission box in MyCourses by **April 15<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**.

## **5. READINGS**

The main textbook for the course is: Pucik, V., Björkman, I., Evans, P., & Stahl, G. (2022). *Global Challenge: People Management across Borders*. Fourth edition. Please note that you will get access to a pre-publication draft version of the book.

Pucik, Björkman, Evans & Stahl (2022) and the teaching cases are available on MyCourses.

## 6. SCHEDULE

Time	Contents
Tue 1.3 16:15– 19:00	<b>Session 1: Course introduction; Strategy – organizational capabilities – people management</b> <i>Ingmar Björkman</i> <u>Reading(s):</u> Pucik, V., Björkman, I., Evans, P. and Stahl, P. (2022). <i>The Global Challenge: People Management across Borders</i> . Chapter 1. Please read the opening case carefully.
Thu 3.3 16:15– 19:00	<b>Session 2: Local responsiveness vs. global integration</b> <i>Ingmar Björkman</i> <u>Reading(s):</u> Pucik et al., chapter 2, skim chapter 3. Please read the opening cases carefully.
Tue 8.3. 16:15– 19:00	<b>Session 3: Control and coordination</b> <i>Ingmar Björkman &amp; Valentina Arrieta</i> <u>Reading(s):</u> Pucik, et al., chapters 3-4. Please read the opening case to Chapter 4 carefully.
Thu 10.3. 16:15– 19:00	<b>Session 4: Social architecture</b> <i>Ingmar Björkman</i> <u>Reading(s):</u> Pucik, et al., chapter 5. Please read the opening case carefully.
Tue 15.3. 16:15– 19:00	<b>Session 5: Employee recruitment and selection, managing performance</b> <i>Ingmar Björkman</i> <u>Reading(s):</u> Pucik, et al., chapters 6 and 7. Please the opening case of chapter 6 carefully. Guest: HR/Talent Manager <i>Nina Varmola</i> : ‘Performance Management – case Deloitte’
Thu 17.3. 16:15– 17:30	<b>Session 6: Teamwork, diversity &amp; inclusion</b> <i>Ingmar Björkman</i> <u>Reading(s):</u> Pucik, et al., chapters 9. Read the opening case carefully.
Tue 22.3. 16:15– 19:00	<b>Session 7: Talent management; The role of HR</b> <i>Ingmar Björkman</i> <u>Reading(s):</u> Pucik, et al., chapter 8. Case: <i>Pushing the Right Buttons: Global Talent Management at KONE Corporation</i> (available on MyCourses)

	Guest: VP, HR, Stora Enso, <i>Katariina Kravi</i> : ‘Stora Enso solving global sustainability challenges – How HR needs to change to support business renewal’ (title tbc)
Thu 24.3. 16:15– 19:00	<b>Session 8: Leadership development; Expatriates and global mobility</b> <i>Ingmar Björkman</i> <u>Reading(s)</u> : Pucik, et al., chapter 10. Minicase: <i>Andreas Weber’s Reward for Success in an International Assignment – A Return to an Uncertain Future</i> (case available on MyCourses)
Tue 29.3. 16:15– 19:00	<b>Session 9: Managing strategic change</b> <i>Ingmar Björkman</i> <u>Reading(s)</u> : Pucik, et al., chapter 12. Case: <i>Guangdong Electronics</i> (available on MyCourses)
Thu 31.3 16:15 – 19:00	<b>Session 10: M&amp;A integration: A people management perspective</b> <i>Ingmar Björkman</i> <u>Reading(s)</u> : Pucik, et al., chapter 13. Read the following minicase carefully: <i>Can this Merger Be Saved?</i> (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>
Thu 7.4. 16:15 – 19:00	<b>Session 11: People management and sustainability; Conclusions</b> <i>Ingmar Björkman</i> <u>Reading(s)</u> : Pucik, et al., chapter 14. Please read the opening case carefully. Guest: Professor of Practice <i>Sami Itani</i> , Aalto University School of Business: ‘The future trends of work, and the transformation need of the HR function in multinational corporations.’.

## COURSE WORKLOAD

<b>Classroom hours</b>	32
<b>Class preparation &amp; reflection</b>	68
<b>Final course paper</b>	60
<b>Total</b>	160h (6 ECTS)

## 7. 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>