

People Management in Multinational Organizations

(26E03400, 6 ECTS)

SYLLABUS

February 5, 2019

Instructor's contact information	Course information
Virpi Outila E-mail: virpi.outila@aalto.fi Office: Room Y208 Office hours: Meeting upon request Course assistant: Kalliopi Platanou E-mail: kalliopi.platanou@aalto.fi	MIB MSc program, elective course Academic Year 2018-19, Period IV Language of Instruction: English 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 (iii) HR's role in facilitating global leadership development.

2. PREREQUISITES

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

3. LEARNING OUTCOMES

Upon completion of the course, students will be 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 social architecture.

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 papers	18 % (9 x 2 p.)
III.	In-class assignments in groups	20% (4 x 5 p.)
IV.	Individual case studies (Lincoln, KONE)	20 % (2 x 10 p.)
V.	Final course paper	20 % (20 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

1. 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.
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, 22nd at 23:59**. Be prepared to discuss your answers in the first session of the course.

II. Individual reflection papers (18 %, 9 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 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 (except for Case 4 which will be available on MyCourses), 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 the 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 will be given. Individual feedback is available upon request.

Case 1:	For Session 2, February 28
Case 2:	For Session 5, March 12
Case 3:	For Session 6, March14
Case 4:	For Session 7, March 19

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

IV. Individual case studies (Lincoln case and KONE case), 20% (2 x 10 p.)

Session 3: Lincoln case

The case is available on 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: 1000 words

Deadline: The case solution has to be uploaded to the assignment submission box in MyCourses before the start of Session 3: **March 5th at 9:00.**

Session 8: KONE case

The case will be available on 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 8: **March 21st at 9:00.**

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 that 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 (20%, 20 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 9th at 9:00.**

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 is available in the library. Please find in the table below the corresponding chapters of the second edition:

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)

7. SCHEDULE

Time & Location	Contents	Assignment due date
Tue 26.2. 9:15 – 12:00 @ Väre Q101	<p>Session 1: Course introduction (strongly recommended)</p> <p><u>Topic:</u></p> <ul style="list-style-type: none"> - introduction and getting started - learning goals, skills and pedagogy - assignments and practicalities - why people management? - understanding the field of HRM - pre-assignment <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>	Pre-assignment 22.2. at 23:59 Reflection paper 25.2. at 23:59
Thu 28.2. 9:15 – 12:00 @ Väre Q101	<p>Session 2: The roles and responsibilities of the HR function</p> <p><u>Topic:</u></p> <ul style="list-style-type: none"> -The role of the HR function in multinational corporations - In-class assignment: Case 1 <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>	Reflection paper 27.2. at 23:59
Tue 5.3. 9:15 – 12:00 @ Väre Q101	<p>Session 3: Global integration-local responsiveness of HRM practices</p> <p><u>Topic:</u></p> <ul style="list-style-type: none"> - Managing the tensions between global integration and local responsiveness - Lincoln case (see above questions to be answered about the case) <p><u>Visitor:</u> Ingmar Björkman, co-author of the Lincoln case</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 2-3.</p> <p><i>Lincoln case (available on MyCourses)</i></p>	Reflection paper 4.3. at 23:59 Case solution 5.3. at 9:00

<p>Thu 7.3. 9:15 – 12:00 @ Väre Q101</p>	<p>Session 4: Organizational culture and new generation of employees</p> <p><u>Topic:</u> - how can organizational culture support the success of the company? - how can companies respond to new generations of employees and their expectations?</p> <p><u>Company visit:</u> Futurice Host: Santtu Seppänen</p> <p><u>Reading(s):</u> 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>Kultalahti, S. and Viitala, R. (2015). Generation Y: Challenging clients for HRM?, <i>Journal of Managerial Psychology</i>, 30(1), 101-114.</p>	<p>Reflection paper 6.3. at 23:59</p>
<p>Tue 12.3. 9:15 – 12:00 @ Väre Q101</p>	<p>Session 5: Global leadership development</p> <p><u>Topic:</u> - Different global leadership competences - In-class assignment: Case 2</p> <p><u>Visitor:</u> Johanna Saarinen, Head of Talent Management, Bayer</p> <p><u>Reading(s):</u> Ng, K.Y., Van Dyne, L. and Ang, S. (2009) From experience to experiential learning: Cultural intelligence as a learning capability for global leader development. <i>Academy of Management Learning and Education</i>, 8(4), 511-526.</p> <p>Björkman, I., and Mäkelä, K. (2013). Are you willing to do what it takes to become a senior global leader? Explaining the willingness to undertake challenging leadership development activities. <i>European Journal of International Management</i>, 7(5), 570-586.</p> <p>Caligiuri, P. and Tarique, I. (2012). Dynamic cross-cultural competencies and global leadership effectiveness. <i>Journal of World Business</i>, 47, 612-622.</p>	<p>Reflection paper 11.3. at 23:59</p>
<p>Thu 14.3. 09:15 – 12:00 @ Väre Q101</p>	<p>Session 6: Role of HRM in post-acquisition integration: Case Adecco</p>	<p>Reflection paper 13.3. at 23:59</p>

	<p><u>Topic:</u></p> <ul style="list-style-type: none"> - the main HR challenges in Adecco's post-acquisition integration phase - the changes implemented in the new Adecco to overcome the sentiments of 'us vs them' between the acquisition parties - HR staffing as an industry - In-class assignment: Case 3 <p><u>Visitor:</u> Sami Itani, HR Director, Adecco Finland</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 12.</p> <p>Harding, D. and Rouse, T. (2007) Human due diligence. <i>Harvard Business Review</i>, Vol. 85, Iss. 4, pp. 124-131.</p>	
<p>Tue 19.3. 9:15 – 12:00 @ Väre Q101</p>	<p>Session 7: Expatriates and global mobility</p> <p><u>Topics:</u></p> <ul style="list-style-type: none"> - Managing expatriates and global mobility - Sophie in the lands of the Mullahs - In-class assignment: Case 4 <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>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><i>Sophie in the land of the Mullahs: From clichés to the reality of expatriation (case available on MyCourses).</i></p>	<p>Reflection paper 18.3. at 23:59</p>
<p>Thu 21.3. 9:00 – 12:00 @ Väre Q101</p>	<p>Session 8: Acquiring and developing talent</p> <p><u>Topic:</u></p> <ul style="list-style-type: none"> -Global talent management -KONE case (see above questions to be answered about the case) <p><u>Visitor:</u> Ingmar Björkman, co-author of the KONE case</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.</p> <p><i>KONE case (available on MyCourses)</i></p>	<p>Reflection paper 20.3. at 23:59</p> <p>Case solution 21.3. at 9:00</p>

<p>Tue 26.3. 9:15 – 12:00 @ Väre Q101</p>	<p>Session 9: Challenges of work-life integration in multinationals</p> <p><u>Topic:</u> -Managing self at the workplace</p> <p><u>Visitor:</u> Juha Äkräs, Co-founder, Executive Chairman of the Board, H2H Performance Ltd.</p> <p><u>Reading(s):</u> Christensen, C. M. (2010). How will you measure your life? <i>Harvard Business Review</i> 88(7-8), 46-51.</p> <p><u>More background information</u> 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 25.3. at 23:59</p>
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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>