



THE UNIVERSITY OF
NEW SOUTH WALES

COURSE OUTLINE

MGMT 5949

INTERNATIONAL
HUMAN RESOURCE
MANAGEMENT
PRACTICE

Session 2
2005

SUBJECT ADMINISTRATION

Subject Coordinator

Bill Morrissey
Room , Rupert Myers Sth Wing
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Lecturer/Tutor Consultation Times

By arrangement

Lecture Time and Place

Monday:	2.00 – 4.00 PM	RC G001
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Tutorial Allocation and Times

Monday:	10 11 AM	Goldstein G05
	11 12 AM	Goldstein G05

Student allocation to tutorial groups are made through the computerised TAS system. Students are responsible for accessing the TAS system and choosing their tutorial seminar time online. This is a first-come, first-served system and so students are advised to attend to this matter as soon as possible.

Tutor Consultation Times

Your seminar tutor will advise you of their own particular times and place where they are available for consultation purposes.

SUBJECT PURPOSE AND OBJECTIVES

SUBJECT AIM

The aim of this subject is to examine, from applied and theoretical perspectives, the impact of globalisation and the effects of national cultural and institutional environments on the processes and practices associated with managing human resources in the international firm, and in diverse national cultural and institutional environments.

SUBJECT OBJECTIVES

After doing this subject, you should be able to

- Relate the elements of the American 'Model' of HRM to diverse national environments, identifying tensions and complementarities
- Identify the implications of national cultural and institutional environments for international HRM practice
- Identify the ingredients of 'culture' according to dominant theoretical models, and discuss relationships between culture and institutions

The opening topics identify the importance of, and address the challenges facing, the practice and research of International HRM. These include the relation between HRM and company strategy, and the debate between 'culturalist' and 'institutional' perspectives on national diversity, in the context of globalisation. The course describes a number of national 'HRM systems', and the implications for HRM practice in those environments. Other topics include: applying recruitment and selection strategies to achieve intercultural effectiveness among international staff; applying preparation, training and development procedures to achieve intercultural competence; the problems and choices in appraising the performance of international staff; and their compensation. Case study material used throughout the course is drawn from both the Asia-Pacific and European regions.

TEACHING AND LEARNING MODE

The teaching approach to this subject involves lecture participation and active group-seminar discussion. Lectures represent a crucial element of the learning process in this subject. Seminar classes will involve primarily group discussions. Students must complete their readings and prepare their response summaries to the discussion questions prior to each week's seminar class, and be ready to participate in the seminar discussions.

STUDENT RESOURCES

TEXTBOOKS and SUPPORTING TEXTS

It is suggested that students purchase the following, which has been ordered for the book shop.

Harzing, A. & Van Ruysseveldt, J. (eds.) (2002) International Human Resource Management. London: Sage Publications, Second Edition

The book has been updated from the earlier edition. All sections of the course are covered in the textbook except two (weeks 5 and 13).

Depending on student interest, purchase of one or more of the following may be justified.

1. Scullion, H. and M. Linehan (eds) (2005) International Human Resource Management, Houndmills, Basingstoke, Hampshire: Palgrave Macmillan
2. Begin, J.P. (1997). Dynamic Human Resource Systems: Cross-National Comparisons. New York: Waiter de Gruyter
3. Hollinshead, G. & Leat, M. (1995). Human Resource Management: An International and Comparative Perspective on the Employment Relationship. London: Pitman Publishing.

ACADEMIC & PROFESSIONAL JOURNALS

Academy of Management Review
Academy Journal of Management
Asia Pacific Journal of Human Resources
California Management Review
European Journal of Cultural Studies
Human resource Management
Human Resource Planning
Human Resource Management Journal
International Journal of Intercultural Relations
Journal of Managerial Psychology
Journal of International Business Studies
Management International Review
The International Journal of Human Resource Management

LIBRARY CATALOGUE

Particularly when you start researching for your essay, you are strongly encouraged to use the references and bibliographies included in the course outline, as a spring board only. You are also expected to use the library facilities to search for, and locate, articles to expand your reading base. You can conduct all searches by subject, author and key-word either in the main library or via the library website, for books and journals housed in the library collection. The e-journal data-bases are also accessible via the library website. There are numerous journals that relate to this topic area.

STUDENT ASSESSMENT REQUIREMENTS

ASSESSMENT

- Seminar Attendance and Participation 10%
- Reading Reviews 25%
- Essay: 35%
- Examination: 30%

• **SEMINAR ATTENDANCE AND PARTICIPATION: (10%)**

●* Regular attendance is required at all tutorial seminars. **Attendance will be recorded at every class. Students must attend at least 80% of all scheduled tutorial seminars.** The objective of our tutorial seminars is to provide a forum for an active exchange of views and opinions about the topics addressed week by week. Ten per cent of the assessment is awarded on the basis of participation in these activities.

• **READING REVIEWS - (25%)**

To prepare for effective seminar participation students are expected to read for each class. Students should read at least 3 readings.

●* Commencing with the first tutorial topic (Week 3), all students should submit a 200-300 word (approx.) review outlining the main arguments of one of the readings for the week. However, of the nine (11) tutorial topics, **students are required to submit a review for five (5) topics only.** That is, they can choose five (5) from the eleven (11) available topics, on which to do their reading summaries.

NOTE that the summaries must be presented on the due date, which is the date of the relevant tutorial topic. Note also that it is undesirable to put this exercise off. Students should present one of these summaries by no later than the fifth week of session. At the end of each seminar, students' written reviews will be collected by the tutor for assessment. Tutors will return written reviews as soon as possible (usually the following week).

Students should also make sure that the reviews they submit week by week conform to the guidelines for submitting essays contained in the Essay Guide, produced by the School of Organisation and Management.

These overviews are designed: (a) to teach students how to analyse the readings; (b) to prompt students to come to terms with the issues dealt with week by week; and (c) to develop experience in engaging in written academic discourse. These reviews will also provide students with a firm foundation for the final exam. Overview summaries give students something tangible on which they can base their oral contribution to class discussions. Reviews prepared after the relevant class will not be admissible for assessment purposes.

●* Tutorials also provide an opportunity to discuss case study and other material assigned by the lecturer or tutor. Students may be asked to work in groups, and report back the result of their work to the class. The purpose of this activity is to provide students with experience in evaluating and proposing human resource (HR) management strategies and solutions to 'real life' problems facing the HR professionals working in international organisations

• **ESSAY: (35%)**

The purpose of this assignment is to provide students with an opportunity to critically examine, evaluate and discuss the latest developments either in the professional or research literature across a range of issues related to the tasks and processes of managing an international human resources department. This assignment involves a **written paper** of around 2,500/3,000 words. An essay question and detailed instructions describing this task will be handed out in week three. All essays must comply with the procedures outlined in the essay writing guide which is available from the school.

●* **Due Date: Week 14 –6 June, 2005 Length: 2,500/3,000 words.**

ESSAY SUBMISSION: READ THE FOLLOWING INSTRUCTIONS CAREFULLY

1. Essays are to be submitted either via the School office or directly to your tutor.
2. No essays are to be put under doors.
3. It is the responsibility of the student to get a signed receipt for their essay.
4. If you do not have a receipt, as far as the School is concerned your essay has not been submitted.
5. The receipts are the tear-off strips at the bottom of the School's essay cover sheet. If you hand your essay in to your lecturer or tutor or to the staff of the School office, they will sign, date and tear-off the receipt for you there and then.
6. The only other way to submit your essay is to put it in the School office essay box if the office is closed. If you do this, IT IS YOUR RESPONSIBILITY to come back during office hours and get the receipt.
7. It is in your interests to do this as soon as possible. Students whose essays cannot be found, and who do not have receipts for them, will be deemed not to have submitted the essay and will not be allowed to submit late copies.
8. DO NOT SUBMIT ESSAYS OR SEMINAR PAPERS IN PLASTIC SHEETS!

LATE SUBMISSIONS:

Those students who submit late essays without obtaining a formal extension prior to the due date will be penalized if they cannot provide adequate documentation supporting their case (e.g. medical certificates).

PLAGIARISM:

Plagiarism entails taking and using as one's own, the thoughts or writings of another without acknowledgement including:

- (a) where paragraphs, sentences, a single sentence or significant part of a sentence which are copied directly, are not enclosed in quotation marks and appropriately footnoted;
- (b) where direct quotations are not used, but ideas or arguments are paraphrased or summarised, and the source of the material is not acknowledged either by footnoting or other reference within the text of the paper; and
- (c) where an idea, which appears elsewhere in print, film or electronic medium, is used or developed without reference being made to the author or the source of the idea.

• EXAM: (30%)

●* A formal three hour exam will be held during the exam period. Notification of the date will be given in lectures, and the content of the examination will be discussed, particularly in the final lecture. Students who do the reading summaries well should generally have few problems with the examination.

ACADEMIC MISCONDUCT:

Students are reminded that the University regards academic misconduct as a very serious matter. Students found guilty of academic misconduct are usually excluded from the University for 2 years. Because of the circumstances in individual cases the period of exclusion can range from one session to permanent exclusion from the University.

The following are some of the actions which have resulted in students being found guilty of academic misconduct in recent years:

1. Taking unauthorised materials into an examination;
2. Submitting work for assessment knowing it to be the work of another person;
3. Improperly obtaining prior knowledge of an examination paper and using that knowledge in the examination;
4. Failing to acknowledge the source of material in an assignment.

WEBCT

It is important to emphasize to students that it is their obligation to maintain contact with the lecturers, and to be aware of all notices relating to this course. Notices and materials will be posted from time to time on the course's website, accessible through WEBCT. It is the responsibility of students to check the website regularly.

SUPPORT SERVICES AND ASSISTANCE

- **Education Development Unit:** Additional learning and language support or 'discipline specific' support can be arranged with the Education Development Unit (EDU) in the Faculty. Students requiring assistance with written and/or spoken communication are advised to contact staff at the EDU which is located in the Tower Room 3054, Level 3, Quadrangle Building, telephone 9385-6163. Students are encouraged to take full advantage of this extra support.
- **UNSW Student Support Services:** For personal counseling support contact Student Support Services on Floor 2, Quadrangle Building, telephone 9385 5432.
- **Learning Centre:** Students requiring help with issue like time management, study stress, study skills, essay and assignment writing, should contact the Learning Centre in the Library Building, telephone 9385 3394.

LECTURE SCHEDULE OUTLINE

Week	Date	Lecture Topic	Tutorial/Seminar Activity
Part One: Introduction			
Wk 1:	Feb 28	Introduction and Administrative Arrangements	None
Wk 2:	Mar 7	HRM, IHRM and HRMS	Administration, discussion wk 1
Wk 3:	Mar 14	Conceptualising National Diversity: Culture, Institutions and the 'Societal Effect'	Discussion and groupwork wk 2
Wk 4:	Mar 21	Multinational Strategy and IHRM	Discussion and groupwork wk 3
	Mar 28	RECESS	
Wk 5:	April 4	IHRM and Employment Relations	Discussion and groupwork wk 4
Part Two: National HRM Systems in Comparative Perspective			
Wk 6:	Apr 11	The American HRMS	Discussion and groupwork wk 5
Wk 7:	Apr 18	HRM in Asia 1: Japan	Discussion and groupwork wk 6
Wk 8:	April 25	Public Holiday NO LECTURE	NO TUTORIALS
Wk 9:	May 2	HRM in Asia 2: Singapore and South Korea	Discussion and groupwork wk 7
Wk 10:	May 9	European HRM: Germany and Scandinavia	Discussion and groupwork wk 9
Part Three: IHRM Processes and Practices			
Wk 11:	May 16	International Staffing, Recruitment and Selection	Discussion and groupwork wk 10
Wk 12:	May 23	Training and Development of Intercultural Competence	Discussion and groupwork wk 11
Wk 13:	May 30	Performance Appraisal and Remuneration	Discussion and groupwork wk 12
Wk 14:	June 6	Conclusion: Trends in IHRM: Discussion of Exam	Discussion and groupwork wk 13

LECTURE & SEMINAR READING LIST

Part One: Introductory Perspectives

Week 1 (Feb 28)	
Lecture Topic:	Introduction and Administrative Arrangements

Week 2 (Mar 7)	
Lecture Topic:	HRM, IHRM and HRMS

Readings

- Harzing, A. & Van Ruysseveldt, J. (eds.) (2002) International Human Resource Management. London: Sage Publications, Second Edition, Introduction, ch. 1
- Warner, M. and P. Joynt (eds) (2002) Managing Across Cultures: Issues and Perspectives, Australia: Thomson Learning, Second Edition, ch. 1
- Scullion, H. and M. Linehan (eds) (2005) International Human Resource Management, Houndmills, Basingstoke, Hampshire: Palgrave Macmillan, ch. 1
- Gooderham, P., M. Corley, C. Brewster and W. Mayrhofer (2004) Human resource management: a universal concept? Ch. 1, in Brewster, C., W. Mayrhofer and M. Morley (eds) Human Resource Management in Europe: Evidence of Convergence? Amsterdam: Elsevier.
- Dowling, P., Welch, D.E. & Schuler, R.S. (1999). International Human Resource Management: Managing People in a Multinational Context. Cincinnati, Ohio: South-Western College Pub. (3rd Edition), ch. 1
- Briscoe, D.R. (1995). International Human Resource Management. Englewood Cliffs, NJ.: Prentice Hall. Chapter 1, "Introduction to international HRM", pp 1-22.
- Iles, P. (1995), 'International HRM', in C. Mabey and G. Salaman (eds). Strategic Human Resource Management, Oxford: Blackwell Business.
- Brewster, C. (2001) HRM: The Comparative Dimension, ch. 13, in J. Storey (ed) Human Resource Management: A Critical Text, Australia: Thomson Learning
- Scullion, H. 1995, 'International human resource management', , in J. Storey ed, Human Resource Management; A Critical Text. London: Routledge: 352-382.
- Hollinshead, G. & Leat, M. (1995). Human Resource Management: An International and Comparative Perspective on the Employment Relationship. London: Pitman Publishing, ch. 2

Week 3 (Mar 14)	
Lecture Topic:	Conceptualising National Diversity: culture, institutions and the 'societal effect'

Readings

- Harzing, A. & Van Ruysseveldt, J. (eds.) (2002) International Human Resource Management. London: Sage Publications, Second Edition, chs 5 & 6.
- Warner, M. and P. Joynt (eds) (2002) Managing Across Cultures: Issues and Perspectives, Australia: Thomson Learning, Second Edition, chs. 3-5
- Trompenaars, F. and Hampden-Turner, C. (1997) Riding the Waves of Culture: Understanding Cultural Diversity in Business, London: Nicholas Brealey, Second Edition, ch. 1
- Hofstede, G. 'The cultural relativity of organizational practices and theories' in M. Poole (ed), Human Resource Management: Critical Perspectives on Business and Management, Routledge, London, 1999.
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- Hofstede, G. (1994) Cultures and Organizations: Intercultural Cooperation and its Importance for Survival, London: HarperCollinsBusiness
- Hofstede, G. (2001) Difference and Danger: Cultural Profiles of Nations and Limits to Tolerance, Ch. 1, in Albrecht, M. (ed) International HRM: Managing Diversity in the Workplace, London: Blackwell Business
- Rousseau, D.M. & Tinsley, C. (1997). Human resources are local: Society and Social contracts in a global economy. In N. Anderson & P. Herrit (Eds.) International Handbook of Selection and Assessment. Chichester: John Wiley & Sons Ltd. Chapter 2, pp 39-62.
- Begin, J.P. (1997). Dynamic Human Resource Systems: Cross-National Comparisons. New York: Waiter de Gruyter, ch. 1
- Hollinshead, G. & Leat, M. (1995). Human Resource Management: An International and Comparative Perspective on the Employment Relationship. London: Pitman Publishing, ch. 2
- Iles, P. (1995), 'International HRM', in C. Mabey and G. Salaman (eds). Strategic Human Resource Management, Oxford: Blackwell Business.
- Hampden-Turner, C. and F. Trompenaars (1993) The Seven Cultures of Capitalism, New York: Doubleday,
- Whitley, R. (1999) Divergent Capitalisms: The Social Structuring and Change of Business Systems, Oxford, Oxford University Press, Intro, ch. 1
- Whitley, R. (1994) Dominant Forms of Economic Organisation in Market Economies, Organization Studies, Vol. 15, No. 2, pp. 153-182
- Whitley, R. (ed) (1992) European Business Systems: Firms and Markets in their National Contexts, London: Sage, ch. 1
- Whitley, R. (ed) (2002) Competing Capitalisms: Institutions and economies, 2 volumes, Cheltenham, UK and Northampton, MA: Edward Elgar
- Whitley, R. (2002) Business Systems: in A Sorge (ed) (2002) Organization, London: Thomson Learning

Week 4 (Mar 21)	
Lecture Topic:	Multinational Strategy and IHRM

Readings

- Harzing, A. & Van Ruyseveldt, J. (eds.) (2002) International Human Resource Management. London: Sage Publications, Second Edition, chs. 1 & 2
- Scullion, H. and M. Linehan (eds) (2005) International Human Resource Management, Houndmills, Basingstoke, Hampshire: Palgrave Macmillan, chs. 2, 3
- A. Rugman and R. Hodgetts, 'The End of Global Strategy', *European Management Journal*, vol. 19, no. 4, 2001
- Briscoe, D.R. (1995). International Human Resource Management. Englewood Cliffs, NJ.: Prentice Hall. ch. 2
- Dowling, P., Welch, D.E. & Schuler, R.S. (1999). International Human Resource Management: Managing People in a Multinational Context. Cincinnati, Ohio: South-Western College Pub. (3rd Edition), ch. 2
- Mendenhall, M. and G. Oddou (2000) Readings and Cases in International Human Resource Management, US: South Western College Publishing, (3rd Edition) Reading 1.1, 1.2, 2.1, 2.2
- Hollingshead, G. & Leat, M. (1995). Human Resource Management: An International and Comparative Perspective on the Employment Relationship. London: Pitman Publishing, ch. 4
- Iles, P. (1995), 'International HRM', in C. Mabey and G. Salaman (eds). Strategic Human Resource Management, Oxford: Blackwell Business.
- Adler, N. J. and F. Ghadar (1990) Strategic Human Resource Management: a global perspective, in R. Pieper (ed) Human Resource Management: An International Comparison,
- Bartlett, C and S Ghoshal (1990) The multinational organization as an interorganisational network, Academy of Management Review, Vol. 16, No. 2, pp. 262-90

Week 5 (April 4)	
Lecture Topic:	IHRM and Employment Relations

Readings

- Harzing, A. & Van Ruysseveldt, J. (eds.) (2002) International Human Resource Management. London: Sage Publications, Second Edition, chs 15 & 16
- Scullion, H. and M. Linehan (eds) (2005) International Human Resource Management, Houndmills, Basingstoke, Hampshire: Palgrave Macmillan, ch. 8
- J. Eaton, (2000) Comparative Employment Relations: an introduction, Polity, Cambridge, Chap. 1
- Dowling, P., Welch, D.E. & Schuler, R.S. (1999). International Human Resource Management: Managing People in a Multinational Context. Cincinnati, Ohio: South-Western College Pub. (3rd Edition), ch. 8
- Briscoe, D.R. (1995). International Human Resource Management. Englewood Cliffs, NJ.: Prentice Hall. ch. 6
- Hollinshead, G. & Leat, M. (1995). Human Resource Management: An International and Comparative Perspective on the Employment Relationship. London: Pitman Publishing, ch. 1, 5, 18
- Jacoby, S. (1995) Social Dimensions of Global Economic Integration, Ch. 1 in S. Jacoby (ed) The Workers of Nations: Industrial Relations in a Global Economy, New York: Oxford University Press 3-29
- Harrod, J. and R. O'Brien (eds) (2002) Global Unions? Theory and strategies of organised labour in the global political economy, RIPE Series in Global Political Economy, London: Routledge ch. 1, 4
- Gordon, M. and L. Turner (eds) (2000) Transnational Cooperation Among Labor Unions, USA: Cornell University Press, Ch. 1
- Mendenhall, M. and G. Oddou (2000) Readings and Cases in International Human Resource Management, US: South Western College Publishing, (3rd Edition) Reading 6.1

Part Two: National HRM Systems in Comparative Perspective

Week 6 (April 11)	
Lecture Topic:	The American HRMS

Readings

- Warner, M. and P. Joynt (eds) (2002) Managing Across Cultures: Issues and Perspectives, Australia: Thomson Learning, Second Edition, ch. 6
- Gooderham, P., M. Corley, C. Brewster and W. Mayrhofer (2004) Human resource management: a universal concept? Ch. 1, in Brewster, C., W. Mayrhofer and M. Morley (eds) Human Resource Management in Europe: Evidence of Convergence? Amsterdam: Elsevier.
- Hollinshead, G. & Leat, M. (1995). Human Resource Management: An International and Comparative Perspective on the Employment Relationship. London: Pitman Publishing, ch. 17
- Begin, J.P. (1997). Dynamic Human Resource Systems: Cross-National Comparisons. New York: Walter de Gruyter, ch. 3
- Moore, L. F., Jennings, Devereaux P. (eds) (1995) Human Resources on the Pacific Rim: Institutions, Practices, and Attitudes, Berlin: Walter de Gruyter, pp.319-341
- Hampden-Turner, C. and F. Trompenaars (1993) The Seven Cultures of Capitalism, New York: Doubleday, chs. 2-3
- Trompenaars, F. and Hampden-Turner, C. (1997) Riding the Waves of Culture: Understanding Cultural Diversity in Business, London: Nicholas Brealey, Second Edition
- Brewster, C. 1995, 'HRM: The American dimension', in J. Storey ed., Human Resource Management; A Critical Text. London: Routledge: 309-331.
- Kochan, T. and Dyer, L. 1995, 'HRM: An American view', in J. Storey ed. , Human Resource Management: A Critical Text. London: Routledge: 332-351

Week 7 (Apr 18)	
Lecture Topic:	HRM in Asia 1: Japan

Readings

- Harzing, A. & Van Ruysseveldt, J. (eds.) (2002) International Human Resource Management. London: Sage Publications, Second Edition, ch. 8
- Warner, M. and P. Joynt (eds) (2002) Managing Across Cultures: Issues and Perspectives, Australia: Thomson Learning, Second Edition, ch. 11, 12, 15
- Begin, J.P. (1997). Dynamic Human Resource Systems: Cross-National Comparisons. New York: Walter de Gruyter. Chapter 2, The HRMS of Japan. pp 31-76.

- Hollinshead, G. & Leat, M. (1995). Human Resource Management: An International and Comparative Perspective on the Employment Relationship. London: Pitman Publishing, ch. 15
- Hampden-Turner, C. and F. Trompenaars (1993) The Seven Cultures of Capitalism, New York: Doubleday, chs. 2-3
- Trompenaars, F. and Hampden-Turner, C. (1997) Riding the Waves of Culture: Understanding Cultural Diversity in Business, London: Nicholas Brealey, Second Edition, chs. 6,7,8
- Morishima, M. 1995) The Japanese Human Resource Management System: A Learning Bureaucracy, in Moore, L. F., Jennings, Devereaux P. (eds) (1995) Human Resources on the Pacific Rim: Institutions, Practices, and Attitudes, Berlin: Walter de Gruyter, pp. 119-150
- Sumihara, N. 1994, Compensation system and practice at a Japanese owned and managed sales subsidiary in the USA, in Campbell, N. and Burton, F. eds., Japanese Multinationals: Strategies and Management in the Global Kaisha. London: Routledge: 240-250
- Mendenhall, M. and G. Oddou (2000) Readings and Cases in International Human Resource Management, US: South Western College Publishing, (3rd Edition) Reading 6.3

Week 8 (Apr 25)	
Lecture Topic:	Asian HRM 2: Singapore and South Korea

Readings

- Harzing, A. & Van Ruysseveldt, J. (eds.) (2002) International Human Resource Management. London: Sage Publications, Second Edition, ch. 8
- Warner, M. and P. Joynt (eds) (2002) Managing Across Cultures: Issues and Perspectives, Australia: Thomson Learning, Second Edition, ch. 14
- Begin, J.P. (1997). Dynamic Human Resource Systems: Cross-National Comparisons. New York: Walter de Gruyter, ch. 7 (Singapore)
- Yuen, C. and Yeo, K (1995) Human Resource Management Practices in Singapore, in Moore, L. F., Jennings, Devereaux P. (eds) Human Resources on the Pacific Rim: Institutions, Practices, and Attitudes, Berlin: Walter de Gruyter, pp. 243-263
- Koch, M; Sang, H. and Steers, R. (1995) Human Resource Management in South Korea, in Moore, L. F., Jennings, Devereaux P. (eds) (1995) Human Resources on the Pacific Rim: Institutions, Practices, and Attitudes, Berlin: Walter de Gruyter, pp. 217-241
- Foster, D. (2001) The Yin and Yang of Managing in Asia, Ch. 4, in Albrecht, M. (ed) International HRM: Managing Diversity in the Workplace, London: Blackwell Business
- Lee, S. and Yoo, S. (1987), 'The K-type management: A driving force of Korean prosperity', Management International Review, Vol. 27, no. 4: 68-7
- Tai Wai Wan, D. (1998), 'Developing human resources and labour flexibility in Singapore', in R. Stone ed., Readings in Human Resource Management, Vol 3. Brisbane: Wiley: 53-61.
- Lee, S. (1998), 'Organisational flexibility in Korean companies: Rules and procedures on managerial discretion and employee behaviour', International Journal of Human Resource Management, Vol. 9. No. 3: 478-493.

Week 9 (May 2)	
Lecture Topic:	No Lecture or Tutorials, Public Holiday

Week 10 (May 9)	
Lecture Topic:	HRM in Europe: Germany and Scandinavia

Readings

- Harzing, A. & Van Ruysseveldt, J. (eds.) (2002) International Human Resource Management. London: Sage Publications, Second Edition, chs 7, 17
- Warner, M. and P. Joynt (eds) (2002) Managing Across Cultures: Issues and Perspectives, Australia: Thomson Learning, Second Edition, ch.8, 9

- Dietz, B., J. Hoogendoorn, R. Kabst and Anja Schmeiter (2004) The Netherlands and Germany: flexibility or rigidity? ch. 3, in Brewster, C., W. Mayrhofer and M. Morley (eds) Human Resource Management in Europe: Evidence of Convergence? Amsterdam: Elsevier.
- Lindeberg, T., B. Manson and S. Vanhala (2004) Sweden and Finland: small countries with large companies, ch. 9, in Brewster, C., W. Mayrhofer and M. Morley (eds) Human Resource Management in Europe: Evidence of Convergence? Amsterdam: Elsevier.
- Brewster, C. (1993), 'European HRM: Reflection of, or challenge to, the American concept?', in Storey, J. and Sisson, K. 1993, 'Conclusion: Balancing individualism and collectivism', in *ibid.*, Managing Human Resources and Industrial Relations. Buckingham: Open University Press: 56-89
- Begin, J.P. (1997). Dynamic Human Resource Systems: Cross-National Comparisons. New York: Waiter de Gruyter. Chapter 5, The German HRMS. pp 153-194.
- Scheuer, S. (1996). Sweden: The fate of human resource management in a 'folkish' society. In T. Clark (Ed.) European Human Resource Management: An Introduction to Comparative Theory and Practice. Oxford: Blackwell Publishers Ltd. Chapter 8, pp 125-243.
- Hollinshead, G. & Leat, M. (1995). Human Resource Management: An International and Comparative Perspective on the Employment Relationship. London: Pitman Publishing, chs. 9, 13, 19
- Hampden-Turner, C. and F. Trompenaars (1993) The Seven Cultures of Capitalism, New York: Doubleday, chs. 2-3
- Trompenaars, F. and Hampden-Turner, C. (1997) Riding the Waves of Culture: Understanding Cultural Diversity in Business, London: Nicholas Brealey, Second Edition, chs. 9, 10
- Harris, P. and R. Moran (2001) European Leadership in Globalisation, ch. 3, in Ch. 1, in Albrecht, M. (ed) International HRM: Managing Diversity in the Workplace, London: Blackwell Business
- Mendenhall, M. and G. Oddou (2000) Readings and Cases in International Human Resource Management, US: South Western College Publishing, (3ed Edition) Reading 3.1, 4.3

Part Three: IHRM Processes and Practices

Week 11 (May 16)	
Lecture Topic:	International Staffing, Recruitment and Selection

Readings

- Harzing, A. & Van Ruysseveldt, J. (eds.) (2002) International Human Resource Management. London: Sage Publications, Second Edition, chs 10, 13, 18
- Scullion, H. and M. Linehan (eds) (2005) International Human Resource Management, Houndmills, Basingstoke, Hampshire: Palgrave Macmillan, ch. 3
- Shackleton, V. & Newell, S. (1997). International assessment and selection. In N. Anderson & P. Herrit (Eds.) International Handbook of Selection and Assessment. Chichester. John Wiley & Sons Ltd. Chapter 4, pp 81-96.
- Borg, M., & Harzing, A. (1998). Composing an international staff. In A. Harzing & J. Van Ruysseveldt (Eds.) International Human Resource Management: An Integrated Approach. London: Sage Publications. Chapter 9, pp 179-204.
- Briscoe, D.R. (1995). International Human Resource Management. Englewood Cliffs, NJ.: Prentice Hall. Chapter 1, "Introduction to international HRM", ch. 3
- Dowling, P., Welch, D.E. & Schuler, R.S. (1999). International Human Resource Management: Managing People in a Multinational Context. Cincinnati, Ohio: South-Western College Pub. (3rd Edition), ch. 3, 7
- Mendenhall, M. and G. Oddou (2000) Readings and Cases in International Human Resource Management, US: South Western College Publishing, (3ed Edition) Reading 3.2

Week 12 (May 23)	
Lecture Topic:	Training and Development of Intercultural Competence

Readings

- Harzing, A. & Van Ruysseveldt, J. (eds.) (2002) International Human Resource Management. London: Sage Publications, Second Edition, ch 11
- Scullion, H. and M. Linehan (eds) (2005) International Human Resource Management, Houndmills, Basingstoke, Hampshire: Palgrave Macmillan, ch. 4

- Briscoe, D.R. (1995). International Human Resource Management. Englewood Cliffs, NJ.: Prentice Hall. ch. 4
- Dowling, P., Welch, D.E. & Schuler, R.S. (1999). International Human Resource Management: Managing People in a Multinational Context. Cincinnati, Ohio: South-Western College Pub. (3rd Edition), ch. 5
- Aryee, S. (1997) Selection and Training of Expatriate Employees, Ch. 7, in N. Anderson & P. Herriot (Eds.) International Handbook of Selection and Assessment. Chichester. John Wiley & Sons Ltd.
- Mendenhall, M. and G. Oddou (2000) Readings and Cases in International Human Resource Management, US: South Western College Publishing, (3rd Edition) Reading 9.1, 9.2

Week 13 (May 30)	
Lecture Topic:	International Performance Appraisal and Remuneration

Readings

- Harzing, A. & Van Ruysseveldt, J. (eds.) (2002) International Human Resource Management. London: Sage Publications, Second Edition, ch. 12
- Scullion, H. and M. Linehan (eds) (2005) International Human Resource Management, Houndmills, Basingstoke, Hampshire: Palgrave Macmillan, chs. 5 & 6
- Dowling, P., Welch, D.E. & Schuler, R.S. (1999). International Human Resource Management: Managing People in a Multinational Context. Cincinnati, Ohio: South-Western College Pub. (3rd Edition), ch. 4, 6
- Briscoe, D.R. (1995). International Human Resource Management. Englewood Cliffs, NJ.: Prentice Hall. ch. 5
- Logger, E., Vinke, R. & Kluytmans, F. (1998). Compensation and appraisal in an international perspective. In A. Harzing & J. Van Ruysseveldt (Eds.) International Human Resource Management. An Integrated Approach. London: Sage Publications. Chapter 7, pp 144-154.
- Logger, E. & Vinke, R. (1998). Compensation and appraisal of international staff. In A. Harzing & J. Van Ruysseveldt (Eds.) International Human Resource Management: An Integrated Approach. London: Sage Publications. Chapter 12, pp 252-270.
- Mendenhall, M. and G. Oddou (2000) Readings and Cases in International Human Resource Management, US: South Western College Publishing, (3rd Edition) Readings 5.1, 5.2

Week 14 (Jun 6)	
Lecture Topic:	Conclusion: Trends in international human resource management Discuss final Exam

- Scullion, H. and M. Linehan (eds) (2005) International Human Resource Management, Houndmills, Basingstoke, Hampshire: Palgrave Macmillan, chs. 11, 13, 14