Module 30:   International Human Resources Management

Stage	3
Semester	1or 2
Module Title	International Human Resources Management
Module Number	30
Module Status	Elective
Module ECTS Credits	5
Module NFQ level	8
Pre-Requisite Module Titles	Organisation Behaviour and Human Resource Management
Co-Requisite Module Titles	N/A
Capstone Module?	No
List of Module Teaching Personnel	Angela Harvey

Contact Hours				Non-contact Hours			Total Effort (hours)
46				54			100
Lecture	Practical	Tutorial	Seminar	Assignment	Placement	Independent Work	
36		10		20		34	100

Allocation of Marks (Within the Module)					
	Continuous Assessment	Project	Practical	Final Examination	Total
Percentage Contribution	40			60	100

Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Assess the impact of international changes and trends in the environment, competition and the dynamics of the labour force on HRM in international organisations
2. Evaluate the existing global training and appraisal systems for a cross-cultural workforce.
3. Examine industrial relations policies and practices within multinational organisations in a range of industries.
4. Determine global practices in compensation, benefits and reward systems and their impact on organisations operating internationally
5. Assess the legal and ethical environment within which international HRM must operate.
6. Compile the issues to be considered when selecting and managing an international body of employees with particular focus on expatriate managers.
7. Demonstrate an advanced understanding of the importance of professional practice in managing a culturally diverse workforce in international organisations.
8. Discuss ideas clearly and professionally the context of International HRM

Module Objectives

This module builds on previously studied subjects including Organisation Behaviour and Human Resource Management in Year 2 and is designed to deepen the learners' understanding of the strategic management of human resources in an international organisational setting. The module covers the influence of cross-cultural issues on organisations, and examines factors involved in selecting and managing an international workforce. Learners evaluate industrial relations and labour laws from the perspective of managing an international organisation, and address key issues such as employee training and development, expatriation /repatriation and compensation issues. In the course of the module learners evaluate and appraise relevant theory in order to inform their practice as business managers.

Module Curriculum

Introduction to HRM
- Factors that differentiate International from Domestic
- Globalisation of HRM
- Models of IHRM

International Approaches to Managing and Staffing
- Perlmutter's Operations
- Types of International Employees

Motives for International Transfers
- Position filling
- Organisational development
- Management Development

Culture and IHRM
- Four stages of culture shock
- Cross cultural competence
- Hofstede's dimensions of culture

Expatriation
- Expatriate roles and characteristics
- Criteria for selection
- Female expatriates

Expatriate Failure and Repatriation
- Reasons for failures on assignments
- Opportunities for improvement
- The Repatriation Process
- Failure of Repatriation
- Successful Practices

International Compensation Management
- Objectives of a compensation programme
- Approaches to international compensation
    - Going rate and balance sheet

- Components of compensation package

International Performance Management
- Challenges to monitoring international employees
- Appraisal and feedback
- Contextual issues

Training and Development in the Global Enterprise
- Cross cultural training
- Effective CCT programmes
- Roles and Goals of Expatriate Training
- Components of Expatriate Training
- HCN and TCN Training
- eCCT

International Management Development
- Approaches
- Developing Global Leaders
- Global Leadership Development Programmes

Employee Relations/Industrial Relations
- MNCs approaches to Industrial relations
- Trade Unions and MNCs

Global Values
- International Corporate Codes of Conduct

Reading lists and other learning materials

Thomas, David, C. & Lazarova, Mila, B. (2013) *Essentials of International Human Resource Management:Managing People Globally,* New South Wales: Sage

Thomas, D., C., and Peterson, M. F. (2014) *Cross-Cultural Management*: *Essential Concepts*, 3rd Edition, Sage Publications Ltd.

Harzing, A. & Pinnington, A.H., (2011) *International Human Resource Management,* 3rd Edition, Sage Publications Ltd.

Dowling, P.J., Festing, M. & Engle, A., (2008) *International Human Resource Management: Managing People in a Multicultural Context,* 5th Edition, South Western College Publishing.

Journals:
International Journal of Human Resource Management
Human Resource Management Journal
Personnel Journal

Module Learning Environment

The learning environment is designed to foster a shared sense of ownership and responsibility for the learning and development. A basic classroom is used for teaching purposes for the delivery of the module. At the beginning of the semester the participants are issued with a detailed module curriculum which will include the module learning outcomes, a class schedule, the necessary reading material and the assignment strategy.

Learners also have access to Moodle, the College's Virtual Learning Environment (VLE) where lecture notes, case studies and other relevant information including academic journal articles is uploaded each week and through which assignments can be submitted and individual feedback given to each learner.

An emphasis is made on team teaching and peer learning where participants are divided into work groups in which they are offered guidance and direction regarding group expectations and outcomes. To do this tutorial classes are used extensively to ensure learners can confidently carry out a research project. Guest speakers who specialise in the area of human resource management are invited to speak to the learner group.

Module Teaching and Learning Strategy

This module is delivered by means of formal and participative lectures and tutorials. Through the use of EBL (Enquiry Based Learning) the lectures provide an opportunity for participants to deepen their knowledge and understanding of the key issues surrounding human resource management in the international business environment. Questions are used at the outset of lecture sessions to stimulate curiosity and to attempt to ascertain the level the learners are at with regard to a topic. In addition, the use of EBL helps learners to probe deeper into the topic.

Material covered in lectures involves detailed treatment of topics relevant to international human resource management. Video, web-sites, social media and other multi-media tools are utilised wherever possible, and guest speakers are invited to discuss international human resource management issues with the learners. In advance of each lecture pre-readings and lecture notes are forwarded to all participants via Moodle.

The purpose of the tutorials is to focus on group discussion and further analysis of the topics covered to provide for a shared learning environment. This is achieved through a structured analysis of the issues using case studies and examples throughout. Each lecture and tutorial session is designed to support the enhancement of knowledge and skills and to offer key tools and resources to participants in a timely fashion as indicated on the module curriculum plan. The tutorials also enable learners to assimilate and apply the concepts of international human resource management to practical business situations and allow for feedback and reflection.

In addition, ongoing tutorial help is provided to participants with their assignments. Learners are required to carry out a significant independent piece of work in preparation of their

Individual Portfolio of Evidence. Lecturers are available for guidance and feedback during the course of this assignment as required.

Guest speakers who are specialists in the area of international human resource management in organisations enable discussion around topical and relevant issues and trends encountered in the international environment.

Module Assessment Strategy

Assessment for this module is divided into two elements: an individual coursework assignment (see sample assignment in appendices) and an end of semester closed-book examination. The weightings are 40% for the assignment and 60% for the closed-book examination.   The assignment is assessed via an individual piece of coursework where learners are requested to work on a case study of a company which is expanding internationally and discuss the implications of human resources decisions undertaken by management.

Module Learning Outcomes - Assessment Matrix		
Learning Outcome	**Assignment**	**Exam**
1. Assess the impact of international changes and trends in the environment, competition and the dynamics of the labour force on HRM in international organisations	X	X
2. Evaluate the existing global training and appraisal systems for a cross-cultural workforce.	X	X
3. Examine industrial relations policies and practices within multinational organisations in a range of industries	X	X
4. Determine global practices in compensation, benefits and reward systems and their impact on organisations operating internationally	X	X
5. Assess the legal and ethical environment within which international HRM must operate.	X	X
6. Compile the issues to be considered when selecting and managing an international body of employees with particular focus on expatriate managers.		X
7. Demonstrate an advanced understanding of the importance of professional practice in managing a culturally diverse workforce in international organisations.		X
8. Discuss ideas clearly and professionally the context of International HRM	X	

Module 31:   Project Management

Stage	3
Semester	1
Module Title	Project Management
Module Number	31
Module Status	Elective

Module ECTS Credits	5						
Module NFQ level	8						
List of Module Teaching Personnel	Martin Murphy						

Contact Hours 46				Non-contact Hours 54			Total Effort (Hours) 100
Lecture	Practical	Tutorial	Seminar	Assignment	Placement	Independent work	
36		10		20		34	100

Allocation of Marks (Within the Module)					
	Continuous Assessment	Project	Practical	Final Examination	Total
Percentage contribution	50			50	100

Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Discuss the importance of a structured approach to project management.
2. Create a project plan for a project scenario that includes key tasks, critical path, dependencies and realistic timeframes.
3. Apply various tools and techniques to initiate, plan and evaluate a project.
4. Evaluate the critical role of resource allocation to projects.
5. Analyse the monitoring and control approaches in a project.

Module Objectives

This module examines in detail the subject of project management. The module assesses the importance of identifying, assessing, controlling and managing projects in a business context. Learners gain an appreciation of project management best practice and assess the relationship between project management, technology and strategy.

Module Curriculum

- Introduction: Why Project Management?
- The Organizational Context: Strategy, Structure, and Culture
- Leadership and the Project Manager
- Scope Management
- Proper Definition of Business Requirements
- Stakeholder Management
- Communications and Change Management
- Project Team Building, Conflict, and Negotiation
- Risk Management
- Cost Estimation and Budgeting
- Project Scheduling: Networks, Duration Estimation, and Critical Path
- Project Scheduling: Lagging, Crashing, and Activity Networks
- Critical Chain Project Scheduling
- Resource Management
- Project Evaluation and Control
- Project Closeout and Termination

Reading lists and other learning materials

Vaidyanathan, G., (2013) *Project Management: Process, Technology and Practice:* International Edition, Indiana University, South Bend
Pinto, J.K.,(2015) *Project Management: Achieving Competitive Advantage*,4th edition. Pearson
Mantel, S.J., Meredith, J.R., Shafer, S.M., Sutton, M.M. (2008) *Project Management in Practice*, 3rd edition. Wiley
Project Management Institute (2004), *A Guide to the Project Management Book of Knowledge*, 3rd edition. PMI Publications

Module learning environment

The learning environment is designed to foster peer relationships that leads to successful learning. Feedback is given to the learners but also received from the learners. Lecture rooms are used for teaching purposes for the delivery of this module. Tutorials are structured to facilitate group discussion, share ideas and allow for further reinforcement of the lecture material using worksheets, case studies and video analysis. All lecture material is also available to learners on Moodle.

Module teaching and learning strategy

This module is delivered through lectures and tutorials. Lectures are participative and dynamic with the use of PowerPoint presentations, videos, guest lecturers, case study analysis, group discussions and debate. Tutorials allow learners to apply knowledge gained in the lectures, individually or in groups. Learners are required to undertake extensive reading of assigned material prior to class, and then encouraged to participate in discussions and group work by expressing opinions and asking questions.

Module assessment strategy

50% of the marks are allocated to coursework. This requires learners to undertake an extensive case study analysis of a project and may require them to then present their research in an essay/ report, and/ or presentation. An example of the outcomes from a project report may be as follows:

- To analyse an existing process and suggest any improvements that needs to be made. Examples may include a study of the logistic systems used by IKEA, improvement in a technology for the delivery of product and/or services for an organisation or scoping a project on behalf of a client and producing a viability report.
- To study project management practices in industry from the point of describing risks, benefits, best practices along with industry examples of each.

The remaining 50% is allocated to an end of semester closed book examination. The questions contain both theory and practical elements and many of the module learning outcomes are assessed in the exam.

Module Learning Outcomes - Assessment Matrix		
Learning Outcome	**Assignment**	**Exam**
1. Discuss the importance of a structured approach to project management.	X	X
2. Create a project plan for a project scenario that includes key tasks, critical path, dependencies and realistic timeframes.	X	
3. Apply various tools and techniques to initiate, plan and evaluate a project.	X	
4. Evaluate the critical role of resource allocation to projects.	X	X
5. Analyse the monitoring and control approaches in a project.	X	X