
Testi del Syllabus

Resp. Did. **GOSPEL HOWARD FREDERICK** Matricola: **352283**

Docenti **GOSPEL HOWARD FREDERICK, 6 CFU**
LOMBARDI SARA, 0 CFU

Anno offerta: **2016/2017**

Insegnamento: **M132 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

Corso di studio: **LM19M - MANAGEMENT**

Anno regolamento: **2016**

CFU: **6**

Settore: **SECS-P/10**

Tipo Attività: **B - Caratterizzante**

Anno corso: **1**

Periodo: **II Semestre**



Testi in inglese

Obiettivi Formativi Del Corso / Course Formative Objectives

On successful completion of the course, you will have:

- An acquaintance with key areas of HRM
- An appreciation of the main areas of HRM, in comparative and international perspective
- An understanding of national business systems and culture as they interrelate to HRM
- An understanding of the influence of employers, employees, trade unions and the state in shaping of HRM
- An understanding of the management of human resources in multinational companies
- An ability to assess critically a variety of contemporary, policy-relevant issues and perspectives which inform the study of HRM
- An ability to consider outcomes of HRM arrangements

Prerequisiti / Prerequisites

Students are requested to be familiar with the following topics: basic management theories; some knowledge of organizational theories – economic and sociological; an acquaintance with organizational design; some knowledge of national business systems.

Contenuti Del Corso / Course Contents

The course consists of two specific, although related, parts.

(1) The first part deals with comparative HRM, in other words it looks at major systems of HRM across countries. The countries which will be mainly touched on are the US, UK, Germany, Sweden, Japan, France, and Italy. Some attempt will also be made to introduce China and India and some other countries.

(2) The second part of the course deals with the management of human resources in multinational companies (MNCs), considering key organizational issues and major environmental factors they confront. The course will focus specifically on the following areas:

1. Introduction – economic governance, corporate governance, and workforce governance
2. National business systems, varieties of capitalism, and systems of HRM; and how they relate to culture

3. Management strategies, structures, and styles
4. Recruiting, retaining, and separating employees; training and development; and job tenures and careers
5. Pay and benefits
6. Work organization
7. Dealing with employee voice and industrial relations
8. Multinationals – general introduction and the example of mergers and acquisitions (M&A)
9. Multinationals – flexibility – off-shoring and out-sourcing
10. Multinationals, Global Value Chains (GVC), and Corporate Social Responsibility (CSR) – labour standards, statutory and voluntary regulation
11. Financialization. Corporate Governance, and HRM
12. Challenges, continuity, change, and convergence
13. Summing up

**Programma Esteso E
Materiale Didattico Di
Riferimento:
Settimana 1 /
Extended Program
And Reference
Reading Material:
Week 1**

1. Introduction – economic governance, corporate governance, and workforce governance

- What is HRM?
- What is economic governance and corporate governance?
- How do the latter relate to workforce governance
- The introduction to some national systems.

Reading:

Hall, P. and Soskice, D (2001) 'An Introduction to Varieties of Capitalism', in P. Hall and D. Soskice, Varieties of Capitalism, OUP.

Please try to read this before the class, but, just in case, you will see it appears again for the next two classes.

- Introduction to more national systems.
- The beginnings of a consideration of national business systems and varieties of capitalism

Reading:

Hall, P. and Soskice, D (2001) 'An Introduction to Varieties of Capitalism', in P. Hall and D. Soskice, Varieties of Capitalism OUP, Oxford.

**Programma Esteso E
Materiale Didattico Di
Riferimento:
Settimana 2 /
Extended Program
And Reference
Reading Material:
Week 2**

2. National business systems, varieties of capitalism, and systems of HRM; and how they relate to culture.

- The introduction of more national business systems.
- A critical consideration of varieties of capitalism.
- At this point listen to the following:
<http://www.bbc.co.uk/programmes/b0477nry>
- The role of culture

Readings:

1. Hall, P. and Soskice, D (2001) 'An Introduction to Varieties of Capitalism', in P. Hall and D. Soskice, Varieties of Capitalism, OUP.

2a. Redding, G, Bond, M.H., Witt, M. (2014) 'Culture and the Business Systems of Asia', in M. Witt and G. Redding, Oxford Handbook of Asian Business Systems, OUP

2b Dartey-Baah, K. (2013). 'The cultural approach to the management of the international human resource: an analysis of Hofstede's cultural dimensions' International Journal of Business Administration, 4(2), 39-45.

2c Pudelko, M. (2006) 'A comparison of HRM systems in the USA, Japan and Germany in their socio-economic context'. Human Resource Management Journal, 16(2), 123-153.

- Broader class discussion of typologies of national business systems and varieties of capitalism
- The role of culture

Readings: 2a to 2c above.

**Programma Esteso E
Materiale Didattico Di
Riferimento:
Settimana 3 /
Extended Program
And Reference
Reading Material:
Week 3**

3. Management strategies, structures and styles in HRM

- Do managers have strategies in HRM and how might we typify them?
- How does structure affect strategy and vice versa?
- What is HRM 'architecture'?
- Can we talk about managerial styles in HRM?

Readings:

3a H. Gospel (2009) 'Human Resource Management: A Historical Perspective', in A. Wilkinson, N. Bacon, T. Redman, and S. Snell, Handbook of Human Resource Management, London, Sage, 12-31.

3b D. Lepak and S. Snell, 'Examining the Human Resource Architecture' in Journal of Management, 2002.

- How do strategies, structures, and styles vary over time, between countries, and across industries
- Is there some convergence in strategies, structures, and styles.

Readings:

Case studies: Airlines

3c British Airways

3d Ryanair

3e Southwest Airlines

These are provided by the Instructor.

Please think also of the Alitalia story.

**Programma Esteso E
Materiale Didattico Di
Riferimento:
Settimana 4 /
Extended Program
And Reference
Reading Material:
Week 4**

4. Recruiting, retaining, and separating employees; training and development; and job tenure and careers

- Recruitment and selection of staff at all levels
- Job tenures
- Careers
- Training and development

Readings:

Finegold, D. Wagner, K. and Mason, G. (2000), 'National Skill Creation Systems and Career Paths for Service Workers: Hotels in the US, Germany, and the UK', International Journal of Human Resource Management, 11, 3.

- More on training and development
- Case study: Hotels: a discussion of Finegold et al. (2000)

**Programma Esteso E
Materiale Didattico Di
Riferimento:
Settimana 5 /
Extended Program
And Reference
Reading Material:
Week 5**

5. Pay and benefits

- Pay systems, pay levels, and pay structures
- How do pay systems differ across countries
- Trends in pay structures
- How do they differ across countries

Reading:

5a J. Guthrie (2008) 'Remuneration: Pay Effects at Work' in P. Boxall et al. Oxford Handbook for HRM, OUP, Oxford

5b M. Conyon (2012), 'Executive Compensation', in D. Mueller ed. Oxford Handbook of Capitalism, OUP, Oxford.

- More on pay systems and structure
- The case of executive pay.

Reading:

5b M. Conyon (2012), 'Executive Compensation', in D. Mueller ed. Oxford Handbook of Capitalism, OUP, Oxford

You might also want to look at the following:
<http://www.nytimes.com/2013/12/16/opinion/krugman-why-inequality-matters.html>

http://www.youtube.com/watch?v=4NnPE8_MBYQ

<http://www.youtube.com/watch?v=veplldWz6ng>

**Programma Esteso E
Materiale Didattico Di
Riferimento:
Settimana 6 /
Extended Program
And Reference
Reading Material:
Week 6**

6. Work organization - organization design and job design

- The division of labour and the design of jobs
- Differences over time and between countries
- High performance work systems

Reading:

6a Gallie D (2011), 'Production Regimes, Employee Job Control, and Skill Development', LLAKES, London.

6c P. Adler, Work Organization: From Taylorism to Teamwork, IRRA's Magazine, 1997

You should also take a quick look at the following on You Tube.

<http://www.youtube.com/watch?v=8PdmNbtDdl>

<http://www.youtube.com/watch?v=aI7ornrCKnM>

<http://www.youtube.com/watch?v=zblbKA7jNlw>

<http://www.youtube.com/watch?v=tgb0hxxyQq0>

<http://www.youtube.com/watch?v=hAjzvy94JsM>

- More on work organisation
- Can jobs be 'better' designed

Reading:

6a Gallie D (2011), 'Production Regimes, Employee Job Control, and Skill Development', LLAKES, London.

See also file 6b 'Gallie Production Regimes Off-cuts'.

**Programma Esteso E
Materiale Didattico Di
Riferimento:
Settimana 7 /
Extended Program
And Reference
Reading Material:
Week 7**

7. Dealing with employee voice and industrial relations

- Do employees want voice at work?
- What kinds of voice are there?
- What kinds of voice do employees want and what kind do employers want to give?
- What about trade unions?

Reading:

7a M. Marchington, (2008) 'Employee Voice Systems' in P. Boxall et al., The Oxford Handbook of Human Resource Management, OUP, Oxford.

7b Schnabel, C. (2012). Union Membership and Density: Some (Not So) Stylized Facts and Challenges. IZA DP. 6792 (1), p.1-35.

- What are the implications and costs and benefits of different types of voice?
- What are likely future trends?

Reading:

New York Times (2013) 'Do unions have a shot in the 21st Century'
http://www.nytimes.com/2013/02/03/magazine/do-unions-have-a-shot-in-the-21st-century.html?emc=eta1&_r=0

On You Tube, take a look at the following.

<https://www.youtube.com/watch?v=wdB8qSXV8g0>

<https://www.youtube.com/watch?v=zQLtOPtDpCc>

<https://www.youtube.com/watch?v=VgVC9Ds2Tj4>

**Programma Esteso E
Materiale Didattico Di
Riferimento:
Settimana 8 /
Extended Program**

8. Multinationals - general introduction and the example of mergers and acquisitions (M&A)

- Why and how do firms go multinational?
- What are the HRM challenges of this and how do companies respond?
- Differences between countries of origin and host countries

**And Reference
Reading Material:
Week 8**

- Implications for employees

Reading

8a W. Cooke (2008), 'Multinational companies and global HR strategy', in P. Boxall et al. Oxford Handbook of HRM, OUP, Oxford.

- Multinationals and decisions about integration and differentiation.
- Multinationals and mergers and acquisition

Reading:

8b Aguilera, R. and J. Dencker. (2004) 'The Role of Human Resource Management in Cross-Border Mergers and Acquisitions'. International Journal of Human Resource Management. 15(8): 1355-1370.

Case study - possibly to be provided by instructor.

**Programma Esteso E
Materiale Didattico Di
Riferimento:
Settimana 9 /
Extended Program
And Reference
Reading Material:
Week 9**

9. Multinationals - flexibility - off-shoring and out-sourcing

- Off-shoring and outsourcing
- Outsourcing of components and services
- HRM and industrial relations implications

Readings:

9a V. Doellgast and H. Gospel (2010) 'Outsourcing and Human Resource Management', in T. Edwards and C. Rees, International Human Resource Management. London, Prentice Hall, 2010, 294-313.

- The outsourcing of the HRM department
- The case of Procter & Gamble and Unilever

Readings:

Case studies material provided by the instructor.

9b Procter & Gamble

9c. Unilever

**Programma Esteso E
Materiale Didattico Di
Riferimento:
Settimana 10 /
Extended Program
And Reference
Reading Material:
Week 10**

10. Multinationals, Global Value Chains (GVCs), and Corporate Social Responsibility (CSR) - labour standards, statutory and voluntary regulation

- The management of global supply chains
- Benefits and costs of multinationals
- Attempts to regulate them via law
- Voluntary labour standards

Reading:

10a A. Sobszak (2011), 'CSR: A newform of social regulation for labour relations in transnational companies', in C. Crouch and C. Maclean (eds) The Responsible Corporation in the Global Economy, OUP, Oxford.

- Multinationals and corporate social responsibility
- The case of Nike

Readings:

10b Locke, R., Rissing, B., and Pal, T. (2013), 'Complements or Substitutes? Private Codes, State Regulation and the Enforcement of Labour Standards in Global Supply Chains', British Journal of Industrial Relations, September 2013.

**Programma Esteso E
Materiale Didattico Di
Riferimento:
Settimana 11 /
Extended Program
And Reference
Reading Material:
Week 11**

11. Financialisation, Corporate Governance, and HRM

- How does the company finance and corporate governance affect HRM?
- How has this changed over time?
- What are differences between countries.

Readings:

11a M.Goyer et al. 'Globalization and Labour Market Governance', in A. Wilkinson et al. Oxford Handbook of Employment Relations OUP, Oxford.

11b H. Gospel and A. Pendleton, 'Finance, Corporate Governance, and

**Programma Esteso E
Materiale Didattico Di
Riferimento:
Settimana 12 /
Extended Program
And Reference
Reading Material:
Week 12**

**Testi Di Riferimento /
Reference Books**

the Management of Labour' British Journal of Industrial Relations 2003.

Readings:

11c H. Gospel, 'Financialisation Case Studies', prepared by instructor

12. Challenges, continuity, change, and convergence

- Developing trends in HRM in comparative perspective
- Developing trends in HRM in MNCs
- Continuity and change
- Convergence

Reading:

12a T. Kochan and A. S. Litwin (2011) 'The Future of Human Capital' in A. Burton-Jones and J-C. Spender, Oxford Handbook of Human Capital, OUP, Oxford.

12b Katz, H. and Wailes, N. (2014) 'Convergence and Divergence in Employment Relations' in A. Wilkinson, G. Wood, and R. Deeg, Oxford Handbook of Employment Relations, OUP, Oxford.

Summing up: Economic governance, corporate governance, and workplace governance

- Feedback, the exams etc.

There will be no reference book. Students MUST read the articles and papers below - this is mainly one per week, but sometimes more.

Readings are available on line (some without having to go through JStore or its equivalent). From time to time, the instructor will supply additional copies of papers and cases.

All readings are therefore available in a pack, but you may also want to use the LUISS library website, electronic resources/periodicals: <http://biblioteca.luiss.it/en/electronic-resources/periodicals>.

There are a variety of Comparative and International HRM texts which cover the main themes of the course. However, you might wish to consider the two following books - the first is general on HRM, the second is more about the management of HRM in MNCs.

1. R. A. Noe, J. R. Hollenback, B. Gerhart, and P.M. Wright, Fundamentals on Human Resources Management (Global Edition), 4th edition, McGraw-Hill-Irwin, 2011.

2. T. Edwards and C. Rees, International Human Resource Management: Globalisation, National Systems, and Multinational Companies, 2nd Edition, 2011, Pearsons.

The key journals in the area include:

- Human Resource Management (HRM)
- Human Resource Management Journal (HRMJ)
- International Journal of Human Resource Management (IJHRM)
- Asia Pacific Journal of HRM
- British Journal of Industrial Relations(BJIR)
- European Journal of Industrial Relations (EJIR)
- Human Relations
- Industrial Relations (US Journal)
- Industrial and Labor Relations Review (US Journal)
- Industrial Relations Journal (IRJ)

Some of the most useful websites of employers, trade unions, governments and intergovernmental agencies include:

- European Foundation for Improvement of Living and Working Conditions <http://www.eurofound.europa.eu/>
- European Industrial Relations Observatory: www.eiro.eurofound.ie/
- European Trade Union Institute <http://www.etui.org>
- International Labour Organisation: www.ilo.org
- Organisation for Economic Cooperation and Development, especially Employment Outlook <http://www.oecd>.

org/els/emp/oecdemploymentoutlook.htm

- World Bank Data Catalog <http://datacatalog.worldbank.org/>

- Encyclopedia of the Nations <http://www.nationsencyclopedia.com/>

**Metodologie
Didattiche / Teaching
Method**

- Traditional lecture. The first meeting each week will be a lecture which will provide basic concepts, theories, and facts; it will open up to a class discussion. The second meeting will be a shorter lecture; there will be more time for follow-up discussion

- Class discussion
- Case studies.

Course policies and etiquette:

- You must abide by University policy on academic dishonesty, including plagiarism and cheating in exams. Serious plagiarism and cheating in the exam will result in a failure grade for the course.

- Being prepared for class. You should be ready to discuss assigned readings.

- Attendance at class will be checked periodically via a register.

- Minimizing disruptions. All cell phones and other electronic devices should be turned off during class.

- You should not leave and re-enter the class.

- You should not engage in side conversations during class.

**Modalita' Di Verifica
Dell'apprendimento /
Assessment Method**

Final exam (100%) - there will be six questions and you have to answer two in 1 ½ hours.

**Criteri Per
L'assegnazione
Dell'elaborato Finale /
Criteria for assigning
the Master thesis**

Participation in class and interest in a relevant subject. The instructor will create a priority list considering the annual workload related to supervising students. Hence, 'the sooner the better', but also 'the better the student the better'.