### SESSION PLAN

**COURSE:** ABE Level 6: Contemporary Development in Global HRM

**ELEMENT:** Element 1: Globalisation and internationalisation of management.

## LEARNING OUTCOME 1

**Critically analyse the concept of globalisation and its effect on the internationalisation of management (weighting 20%).**

* 1. Critically analyse the concept of globalisation and consider economic globalisation within the context of cultural, social, political and technological change.
  2. Analyse the main aspects of globalisation and its implications for international management.
  3. Critically examine the different levels of analysis for understanding management action in multinational companies.

**NUMBER OF SESSIONS:** Three - approximately nine to twelve hours in total plus self-study.

**SESSION TOPICS:** Session 1: The concept of globalisation

Session 2: The main aspects of globalisation

Session 3: Management action in multinational companies

**Note to tutors: these are the recommended session outlines for learning outcome 1, element 1 of ABE Level 6 Contemporary Development in Global HRM. You should follow the plan, using the resources (referenced as ‘slides’) and activities provided. It is important to enhance all sessions with local examples and case studies, involving the learners ACTIVELY wherever possible.**

### SESSION 1: The concept of globalisation

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Approx.**  **Duration** | **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** | |
| 3-4 hours | Introduction to session and learning outcomes | Use file: **6UGHR Tutor Presentation E1**  Assessment Criterion 1.1 | 1-4 | Listen |  | |
| The concept of globalisation | Background:   * Politically, economically and socially globalisation is a hot topic * Globalisation can mean different things to different people   + Reducing the complexities of doing business across borders,   + Contributed to the development of a global village bring disparate people   + Development of common purpose.   + Responsible for the destruction of culture, economic exploitation   + Responsible for the dilution of nation state. * HRM practitioners must navigate the business environment in which their organisation operates at a local, regional, national and international level.   Refer to study guide to expand | 5 | Listen, make notes and respond to questions |  | |
| Facilitate **Class Discussion:**  Draw discussion together by highlighting tariffs are an important barrier to free trade; they are often imposed to protect domestic industries from imports. It can lead to retaliation. Removing tariffs liberalises trade, lower prices for consumers, increases specialisation and benefits from economies of scale | 6 | Contribute to **class discussion**  What would the impact be of removing all trade barriers including customs duties?  Discuss giving reasons for your point of view |  | |
| The concept of globalisation  “The geographic dispersion of industrial and service activities, for example research and development, sourcing of inputs, production and distribution, and the cross-border networking of companies, for example through joint ventures and the sharing of assets” **OECD**  Refer to Study Guide to expand | 7 | Listen, make notes and respond to questions |  | |
| Key Areas in which globalisation operates   * Communications * Markets * Production * Finance * Currency * Organisations * Ecology * Consciousness   Refer to Study Guide to expand | 8 | Listen, make notes and respond to questions |  | |
| Change and impact upon organisations | Change and the impact upon organisations   * Technological * Psychological * Political * Economic   Refer to study guide to expand | 9 | Listen, make notes and ask questions as necessary |  | |
| Facilitate **Paired Activity 1**  Facilitate paired activity, answering any queries as required. Coordinate feedback speculating how globalisation has contributed positively and negatively to the local economy and society. | 10 | Work in pairs to explore What opportunities and challenges have appeared in your region due to globalisation?  Listen, make notes and ask questions as necessary | **6UGHR E1 LO1 Activity 1 – Globalisation opportunities and challenges** |
| Social and economic factors of globalisation | Social and economic factors  Increase in social tensions and inequalities  Lack of class mobility  Homogeneity of culture  Refer to Study Guide to expand | 11 | Listen, make notes and ask questions as necessary |  |
| Transnational institutions  World Trade Organisation  United nations  Organisation for economic cooperation and development  International monetary fund | 12 | Listen and ask questions as necessary  Individual activity as homework |  |
|  | Transnational organisations | Brief on **Homework Activity 2**  How do multinational corporations benefit from IMF policies? |  | Listen and ask questions as necessary  Individual activity as homework | **6UGHR LO1 E1 Activity 2 – Benefits of IMF policies** |

### SESSION 2: The main aspects of globalisation

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Approx.**  **Duration** | **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** | |
| 3-4 hours | Introduction to session and learning outcomes | Use file: **6UGHR Tutor Presentation E1**  Assessment Criterion 1.2 | 13 | Listen |  | |
| Transnational organisations | Facilitate feedback on **Homework Activity 2**  Explain that the IMF helps countries to put in place policies that make globalisation work including macroeconomic and structural policies that help markets function. | 14 | Contribute to discussion  Listen and make notes |  | |
| Main aspects of globalisation | Background   * Recognition that globalisation would require the up-skilling and resourcing of managers to deal with the challenges posed by the global market. * Concerns of government and institutions of the unique power transnational corporations would wield due to globalisation * Development of the field of international management - “organizing projects around the world” ” (Boddewyn et al., 2004, p. 196)   Refer to Study Guide to expand | 15 | Listen, make notes and ask questions as necessary |  | |
| Facilitate **Class Discussion** to bring out the following points:   * Additional skills are needed including cross-cultural communication skills and excellent networking * Self-awareness, including emotional intelligence, adaptive thinking and resilience are essential to manage stresses of working abroad * Any role in international business means working in a diverse workplace and requires the ability to collaborate whilst showing sensitivity, respect and diplomacy. | 16 | **Class Discussion**  Explore the idea that the skills needed for international management are no different than those needed for any management position.  Discuss giving reasons for your point of view  Discuss |  | |
| Aspect of international management   * Economic integration * Political de-stratification * Cultural diversity * Competition * Technology and know how * Opportunity * Investment   Refer to Subject Guide to expand highlighting that globalisation requires the upskilling and resource of managers to deal with the challenges posed by the global market. | 17 | Listen, make notes and ask questions as necessary |  | |
| Developments in economic globalisation   * Cross border trade of commodities and services * Flow of international capital * Tariffs & other forms of protectionism * Rapid spread of technology     Refer to study guide to expand highlighting the primary focus is the free movement of products and service, finance and capital for investment and technology and information. | 18 | Listen, make notes and ask questions as necessary |  | |
| Facilitate **Small Group Activity 3**  Facilitate small groups, answering any queries as required. Coordinate feedback, how protectionism helps to contribute to inequality in global development. | 19 | **Activity 3**  What do you think of the morality of protectionism which excludes goods from poor or developing countries to protect higher cost industries in more developed nations? | **6UGHR LO1 E1 Activity 3 – The morality of protectionism** | |
| Convergence and divergence of national, regional and global trends in HRM   * Trade unions and employment law * Management styles * Societal expectation and psychological contract     Refer to Study Guide highlighting that employee relations relates to the pay-work arrangements between employee and organisation. | 20 | Listen, make notes and ask questions as necessary |  | |
| Globalisation and changes in national business systems   * There has been a shift in national business systems * Significant shifts in country of origin and host country effects * Non-compliance depend on host country effects and the enforcement of national legislation     Refer to study guide to expand highlighting the role of trade unions, employment laws, management styles and the societal expectation in regards to the individual psychological contract. | 21 | Listen, make notes and ask questions as necessary |  |
| Brief on **Homework Activity 4**  [Reports](https://www.thetimes.co.uk/article/amazon-in-1-5bn-tax-fraud-row-nvsm30mfb) suggest that foreign companies selling goods through websites are evading tax on up to a third of all sales. What impact does this have on the national business system? See <https://www.thetimes.co.uk/article/amazon-in-1-5bn-tax-fraud-row-nvsm30mfb>. |  | Listen and ask questions as necessary  Individual activity as homework | **6UGHR LO1 E1 Activity 4 – Avoiding national legislation** |

### SESSION 3: Management action in multinational companies

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Approx.**  **Duration** | **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** | |
| 3-4 hours | Introduction to session and learning outcomes | Use file: **6UGHR Tutor Presentation E1**  Assessment Criterion 1.2 | 22 | Listen |  | |
| Main aspects of globalisation | Facilitate feedback on **Homework Activity 4**  Share your findings on the impact that companies not complying with national legislation have on the national business system?  Review any differences of opinion. | 23 | Contribute to discussion  Listen and make notes |  | |
| The effects of globalisation | Background   * The HRM function is needed to transform in response due to globalisation, * Global labour market tangled with more mobile workers who need to respond to a more demanding customer. * Data analytics offer the opportunity to provide management with relevant business insights   Refer to Study Guide to expand | 24 | Listen and make notes |  | |
| Facilitate a **Class Discussion** to bring out the following points:   * Migrants fill important niches in the economy * Young migrants are better educated than those nearing retirement * Migrants contribute significantly to labour market flexibility * Migrants contribute more in taxes and social contribution than they receive in benefits. * Labour migrants have the most positive impact on the public purse * Boost to working age population | 25 | Migration is a feature of social and economic life but the profile of migrants varies considerably. Is migration a benefit or a burden to the economy?  Contribute to discussion, listen and make notes |  | |
| The effect of globalisation on management action   * Communication * Speed * Planning * Monitoring * Organising * Directing * Staffing * Controlling   Refer to Study Guide to expand | 26 | Listen, make notes and ask questions as necessary |  | |
| Practices of managers with MNC’s   * Ethnocentric * Polycentric * Geocentric * Regiocentric | 27 | Listen, make notes and ask questions as necessary |  | |
| Facilitate **Paired Activity 5**  Facilitate paired activity, answering any queries as required. Coordinate feedback speculating how different approaches deliver different benefits to the organisaiton. | 28 | Carry out **Activity 5**  MNCs are often forced to deal with staffing issues when opening new subsidiaries abroad. Describe the main advantages and disadvantages of the ethnocentric, polycentric and geocentric approaches to staffing.    Listen, make notes and ask questions as necessary | **6UGHR LO1 E1 Activity 5 – Approaches to staffing** | |
| Managerial skills (Barlett and Ghoshal, 2003)   * Business manager * Country manager * Functional manager * Corporate manager   Refer to the Study Guide to expand | 29 | Listen, make notes and ask questions as necessary |  | |
| Brief on **Small Group Activity 6**  Facilitate small groups, answering any queries as required. Coordinate feedback, on the impact of managerial skills on HR practice. | 30 | Drawing on Barlett and Ghoshal (2003) four types of managers, critically evaluate the impact of each on HR practice | **6UGHR LO1 E1 Activity 6 – Impact of manager type on HR practice** |
|  | Ethics and international HRM | Ethical issues that surround international HRM   * Lack of cultural awareness * Bribery * Privacy * Compensation | 31 | Listen, make notes and ask questions as necessary |  |
| Brief on **Homework Activity 7**  How do the ethical issues of international HRM differ from domestic HRM? |  | Listen and ask questions as necessary  Individual activity as homework | **6UGHR LO1 E1 Activity 7 – Ethical issues** |