### SESSION PLAN

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

**ELEMENT:** Element 2: Application of HRM processes.

## LEARNING OUTCOME 2

**Assess the processes that arise from the application of human resource management in the workplace (weighting 20%)**

* 1. Evaluate the nature of the transnational strategy and structure and the challenges of putting it into practice.
  2. Evaluate the political dimension to cross-border mergers and acquisitions

**NUMBER OF SESSIONS:** Two - approximately six to eight hours in total, plus self-study.

**SESSION TOPICS:** Session 1: The nature of the transnational strategy and structure

Session 2: The political dimension to cross border mergers and acquisitions

**Note to tutors: these are the recommended session outlines for learning outcome 2, element 2 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 nature of the transnational strategy and structure

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| **Approx.**  **Duration** | **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** | |
| 3-4 hours | Introduction to session and learning outcomes | Use file: **6UGHR Tutor Presentation E2**  Assessment Criterion 2.1 | 1 - 4 | Listen |  | |
| Ethics and international HRM | Facilitate Feedback on **Homework Activity 7 from Element 1**.  Share your findings on how the ethical issues of international HRM differ from domestic HRM. | 5 | Contribute to discussion  Listen, ask questions and make notes |  | |
| Transnational strategy and structure | Background   * Evaluating the future trends of globalisation provides an opportunity to consider their impact upon the world of work and the HR function. * There are number of different ways that an organisation can structure itself to response to different national markets whilst maintaining balance across its global operations * Organisation’s must have an appropriate structure * Developing a strategy can develop cohesion and coordination across the whole organisation   Refer to Study Guide to expand | 6 | Listen, make notes and ask questions as necessary |  | |
| Facilitate **Class Discussion** drawing out:   * Rigid structures may be less responsive to market demands than needed * Too flexible might lead to cost inefficiencies * Getting the right structure for the organisation is important. * Reliance on managers performance * Protecting corporate brand also important | 7 | Contribute to **class discussion**  “The biggest challenge to putting a transnational structure in place is to ensure that the operations of the business are able to respond with enough agility to country specific business changes.” Discuss  Join in discussion, listen and make notes |  | |
| The nature of the transnational strategy and structure   * Functional * Product * Geographic * Matrix * International   Refer to study guide to expand | 8 | Listen, make notes and ask questions as necessary |  |
| Barlett and Ghoshal Matrix (1998)   * **Global** – High pressure from global integration/low pressure from local responsiveness * **Transnational** – High pressure from global integration/High pressure from local responsiveness * **International –** Low pressure from global integration/Low pressure from local responsiveness * **Multi-domestic** – Low pressure from global integration/High pressure from local responsiveness   Refer to study guide to expand | 9 | Listen, make notes and ask questions as necessary |  |
| Brief on **Small Group Activity 1**  Facilitate small groups, answering any queries as required. Coordinate feedback, on the adaptation of products to meet local requirements. | 10 | Work with a small group to review the question “do customers in each country expect the product to be adapted to meet local requirements?” Give reasons for your answer. | **6UGHR E2 LO2 Activity 1 – Adapting products to meet local needs** |
| Forms taken to achieve international strategy   * Multinational * Global * International * Transnational   Refer to study guide to expand | 11 | Listen, make notes and ask questions as necessary |  |
| Brief on **Homework Activity 2**  What organisational form will help the organisation to successfully implement an international strategy, which delivers a consistent global branding? Give reasons for your answer. |  | Listen and ask questions as necessary  Individual activity as homework | **6UGHR E2 LO2 Activity 2 – Delivering a consistent global brand** |

### SESSION 2: The political dimension to cross border mergers and acquisitions

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| **Approx.**  **Duration** | **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** | |
| 3-4 hours | Introduction to session and learning outcomes | Use file: **6UGHR Tutor Presentation E2**  Assessment Criterion 2.2 | 12 | Listen |  | |
| Transnational strategy and structure | Facilitate Feedback on **Homework Activity 2**:  Share the organisational forms and discuss the relative merits and reasons given behind the different structures. | 13 | Contribute to discussion  Listen, ask questions and make notes |  | |
| Cross border mergers and acquisitions | Background   * Politics is present both internally and externally within any organisation * Stakeholders at a meso-level can influence organisational politics in the MNC * Managers will have a political interest in improving the power position of their subsidiary * Perceived shift of power towards the centre will lead to political game playing * The development of political game playing can be even more prominent in an acquisition     Refer to study guide to expand | 14 | Listen, make notes and ask questions as necessary |  | |
| Facilitate **Class Discussion** drawing out:   * Politics is present both internally and externally within the organisation * There are political consequences to decisions made within an organisation * Authority and power battles occur between managers and employees * There are a diversity of influence and power relations | 15 | Contribute to **class discussion**  It would be a mistake to pretend that politics does not exist or to believe that a leader can be effective without the appropriate use of politics. Discuss.  Join in discussion, listen and make notes |  |
| Challenges to mergers and acquisitions   * Due Diligence * Human capital audits   Refer to study guide to expand | 16 | Listen, make notes and ask questions as necessary |  |
| Stakeholder Analysis – Johnson and Scholes   * High power, lower interest * High power, high interest * Low power, low interest * Low power, high interest   Refer to study guide to expand | 17 | Listen, make notes and ask questions as necessary |  |
| Facilitate **Small Group Activity 3**  Facilitate small group activity, answering any queries as required. Coordinate feedback highlighting the complexity of due diligence and the danger of getting it wrong | 18 | Carry out **Small Group** **Activity 3**  Complete the due diligence activity for an organisation with which you are familiar.  Listen, make notes and ask questions as necessary | **6UGHR E2 LO2 Activity 3 – Due diligence** |
| Stakeholder analysis and their political influences   * Cost cutting * Appointment of senior teams * Restructuring     Refer to study guide to expand | 19 | Listen, make notes and ask questions as necessary |  |
| Brief on **Homework Activity 4**  Use the Johnson and Scholes matrix to identify and conduct a stakeholder analysis in respect to an organisational restructure. |  | Listen and ask questions as necessary  Individual activity as homework | **6UGHR E2 LO2 Activity 4 -Stakeholder analysis** |