### SESSION PLAN

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

**ELEMENT:** Element 3: HRM procedures and practices

## LEARNING OUTCOME 3

**Critically appraise the challenges involved in managing an international HR function and transnational workers (weighting 20%)**

* + 1. Critically examine the features of a host environment that require practices to be tailored to fit local conditions
  1. Appraise the possible ways in which practices may operate within and across a multinational corporation (MNC).
  2. Analyse the benefits and challenges facing a transnational worker

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

**SESSION TOPICS:** Session 1: Tailoring practices to fit local conditions

Session 2: How practices may operate within and across a multinational corporation (MNC)

Session 3: The benefits and challenges facing a transnational worker

**Note to tutors: these are the recommended session outlines for learning outcome 3, element 3 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: Tailoring practices to fit local conditions

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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 E3**  Assessment Criterion 3.1 | 1-4 | Listen |  | |
| Cross border mergers and acquisition | Debrief on **Homework Activity 4 from Element 2.**  Share how different stakeholders influence and are affected by organisational structure  Facilitate a discussion on the way stakeholder analysis be used to drive the organisation forward | 5 | Contribute to discussion  Listen, ask questions and make notes |  | |
| Tailoring practices to fit local conditions | Background   * The challenges involved in cross- border managing an international HR function include the consideration for staff working across international boundaries. * The IHRM function manages HR activities in an international setting, and supports the management of people to achieve competitive advantage across the globe. * The function will focus on activities relating to the relocation of staff to offices outside of their home country * In country, the IHRM function will be to ensure that individuals are able to work unhindered by geographic and time differences   Refer to Study Guide to expand | 6 | Listen, make notes and ask questions as necessary |  | |
| Facilitate **Group Discussion** to bring out the following points:   * Transnational workers need to be protected legally * Need help to embed both culturally and socially – sense of belonging * Importance of networks to modern working, both in country and across borders * Avoid burnout | 7 | **Group Discussion**  In the 21st century, more and more people belong to two or more societies at the same time. If transnational employees expect to work abroad does their relocation merit serious attention? Discuss  Contribute to discussion  Listen, ask questions and make notes |  | |
| Tailoring practices to fit local conditions   * Legal influences * Institutional influences * Cultural influences     Refer to Study Guide to expand | 8 | Listen, make notes and ask questions as necessary |  |
| Facilitate **Paired Activity 1**  Facilitate paired activity, answering any queries as required. Coordinate feedback highlighting the similarities and differences | 9 | Research how legal influences would affect recruitment practices in the following geographic locations: - Zimbabwe - Abu Dhabi - Myanmar - China | **6UGHR E3 LO3 Activity 1 – Legal influences** |
| Organisational infrastructure and employee readiness to change   * Business systems * Employee skills and attitudes   Refer to Study Guide to expand | 10 | Listen, make notes and ask questions as necessary |  |
| Brief on **Homework Activity 2**  Research how constructive feedback helps develop self-efficacy. Based on your research develop a personal development plan to increase your own belief in your capabilities to organise and execute action to manage change. |  | Listen and ask questions as necessary  Individual activity as homework | **6UGHR E3 LO3 Activity 2 – Self-efficacy** |

### SESSION 2: How practices may operate within and across a multinational corporation (MNC)

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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 E3**  Assessment Criterion 3.2 | 11 | Listen |  | |
| Tailoring practices to fit local conditions | Debrief on **Homework Activity 2**  Share development actions from your personal development plan. Debate different methods for improving self-efficacy. Facilitate discussion | 12 | Contribute to discussion  Listen, ask questions and make notes |  | |
| How practices may operate within and across a multinational corporation (MNC) | Background   * Human resource management practices will differ across borders within a multinational organisation * Understanding the context in which the function is operating it is possible to develop appropriate practices * As much as possible HRM practices will need to be standardised as much as possible to achieve global efficiency * This must be balanced with the need to be responsive to the subsidiary local requirements   Refer to study guide to expand | 13 | Listen, ask questions and make notes |  | |
| Brief **Class Discussion** drawing out:   * Need to change organisation design to be more flexible and dynamic * Shift from classroom based training to personalised online experiential on demand training * Working with transient and agile workforce, changing the nature of the employment relationships * Recruiting online, utilising augmented reality and 360 degree video * Training managers to successfully manage virtual teams * Developing knowledge through the use of data analytics * Developing mechanisms for continuous feedback and coaching to drive ongoing performance management * Holding leadership teams to account on diversity and equality | 14 | **Class Discussion**  Watch [2017 Global Human Capital Trends: Rewriting the rules](https://www.youtube.com/watch?v=dvTGfw4wWoE) at <https://www.youtube.com/watch?v=dvTGfw4wWoE>. What do these new rules mean for HR practice?  Discuss  Contribute to discussion  Listen, ask questions and make notes |  | |
| Five stages of organisational readiness for change   * Knowledge * Persuasion * Decision * Implementation * Confirmation   Refer to Study Guide to expand | 15 | Listen, ask questions and make notes |  |
| The distribution of adopters   * Innovators * Early adopters * Early Majority * Late Majority * Laggard   Refer to Study Guide to expand | 16 | Listen, ask questions and make notes |  |
| Facilitate **Paired Activity 3**  Facilitate paired activity, answering any queries as required. Coordinate feedback highlighting change management activities at each stage of the distribution curve | 17 | Read the article noted in the Activity sheet: [Taesung Kim, (2015) "Diffusion of changes in organisations”](https://doi.org/10.1108/JOCM-04-2014-0081) What change management activities would you recommend for each segment of adopter?  Contribute to discussion  Listen, ask questions and make notes | **6UGHR E3 LO3 Activity 3 – Diffusion of change management** |
| International assignments (Dowling et al, 2008)   * Short-term * Extended * Commuter * Rotational * Virtual   Refer to study guide to expand | 18 | Listen, ask questions and make notes |  |
| Brief **Individual Activity 4**  Facilitate activity, answering any queries as required. Coordinate feedback highlighting that some types of assignment are more beneficial to the employer, others to the employee. | 19 | Compare two types of international assignment. In your review consider what the advantages and disadvantages are to both the employer and employee.  Contribute to discussion  Listen, ask questions and make notes | **6UGHR E3 LO3 Activity 4 – International assignment** |
| Develop a corporate culture   * Culture is deeply rooted in organisational environments * Culture change is a process that seeks to change the shape of an organisation’s values, norms and beliefs * “Culture is a set of parameters of collectives that differentiate the collectives from each other in meaningful ways” House et al (2004)   Refer to study guide to expand | 20 | Listen, ask questions and make notes |  |
| Three levels of culture (Schein, 1991)   * Artefacts * Espoused beliefs and values * Underlying assumptions   Refer to study guide to expand | 21 | Listen, ask questions and make notes |  |
| Brief on **Homework Activity 5**  Read [Sashkin, M. and Rosenbach](http://leadingandfollowing.com/documents/OCAQParticipantManual.pdf), W. E. Organisational Culture Assessment questionnaire at <http://leadingandfollowing.com/documents/OCAQParticipantManual.pdf>.  Complete the questionnaire for your own organisation. |  | Listen and ask questions as necessary  Individual activity as homework | **6UGHR E3 LO3 Activity 5 – Organisation culture assessment** |

### SESSION 3: The benefits and challenges facing a transnational worker

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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 E3**  Assessment Criterion 3.3 | 22 | Listen |  | |
| How practices may operate within and across a multinational corporation (MNC) | Debrief on H**omework Activity 5**  Share your experience of conducting an organisational culture assessment questionnaire. What did you find out about your own organisation  Facilitate discussion | 23 | Contribute to discussion  Listen, ask questions and make notes |  | |
| The benefits and challenges facing a transnational worker | Background   * The number of transnational workers is increasing * The IHRM function will need to ensure that both the employee and the organisation are able to manage global challenges and take advantage of opportunities.   Refer to study guide to expand | 24 | Listen, ask questions and make notes |  | |
| Brief **Class Discussion** drawing out:   * War on talent is going to get more competitive * Salary levels might increase * Focus needs to be on automating the jobs to reduce workforce * Engage with unemployed and develop apprenticeship programmes to keep pipeline of employees filled * Become an employer of choice * Increase flexible working and engagement of freelance/gig economy workers. | 25 | **Class Discussion**  Watch YouTube video The workforce crisis in 2030 at <https://www.ted.com/talks/rainer_strack_the_surprising_workforce_crisis_of_2030_and_how_to_start_solving_it_now/up-next>.  What are the implications for transnational workers and IHRM of changing demographics? |  | |
| Career management practices   * Cultural differences are a key aspect * Cultural sensitivity will therefore be a key component of selection criteria * Any candidates need to possess strong communication and influencing skills * Training should include:   + Cross-cultural awareness   + Language training   + Country laws and customs, including employment law.   Refer to Study Guide to expand | 26 | Listen, ask questions and make notes |  |
| Brief **Small Group Activity 6**  Facilitate Individual activity and answer questions as necessary. Debrief activity. If time, you could also ask the students to deliver their training courses with the rest of the group being participants. | 27 | **Small Group Activity 6**  Design a short training course for transnational workers moving to your country to work. Don’t forget to include: - Cross-cultural awareness - Essential business language training - Country laws and customs | **6UGHR E3 LO3 Activity 6 – Training course** |
| Transnational challenges   * Travel and burnout * Cultural factors and ethical sensitivity * Legislation and language abilities   Refer to Study Guide to expand | 28 | Listen, ask questions and make notes |  |
| Brief on **Homework Activity 7**  What policies and practices would you recommend are introduced to reduce travel and burnout issues for transnational workers. Give reasons for your answer. |  | Listen and ask questions as necessary  Individual activity as homework | **6UGHR E3 LO3 Activity 7 – Reducing travel and burnout issues** |