

UNIVERSITY OF ECONOMICS - VARNA
FACULTY OF FINANCE AND ACCOUNTING
DEPARTMENT OF GENERAL ECONOMIC THEORY

Adopted by the FC (record №11/ 25.04.2024)

Adopted by the DC (record №11/ 09.04.2024)

ACCEPTED BY:

Dean:

(Assoc. Prof. Daniela Georgieva, PhD)

SYLLABUS

SUBJECT: INTERNATIONAL HR MANAGEMENT

DEGREE PROGRAMME: International Business and Management; MASTER`S DEGREE

YEAR OF STUDY: 6; SEMESTER: 11

TOTAL STUDENT WORKLOAD: 240 hours; incl. curricular 60 hours

CREDITS: 8

DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM

<i>TYPE OF STUDY HOURS</i>	WORKLOAD, hours	TEACHING HOURS PER WEEK, hours
CURRICULAR:		
incl.		
• LECTURES	30	2
• SEMINARS / LAB. EXERCISES	30	2
EXTRACURRICULAR	180	-

Prepared by:

1.
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2.
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Head of department
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I. ANNOTATION

International human resource (HR) management deals with the description and analysis of managerial, economic, and psychological issues related to human resources in international context and in multinational companies. These include classic aspects such as planning, recruitment, selection, training, development, organization, and motivation, as well as problems related to teamwork, encouragement and intangible relationship between employer and employee. Specific to the course is the interdisciplinary approach, which combines managerial, economic, and psychological approaches and methods. They feature a mix of conceptions, analytical apparatus, and techniques for identifying trade-offs, which are to be balanced in practice. Applications are provided using international cases studies from various geographical regions around the world and on multinational companies.

*The **aim of the course** is to provide students with the basic theoretical and analytical tools for describing and analyzing HR practices. In this way, the learning process in the course helps to improve the preparation and decision-making skills. The topics are based on applied managerial and economic analysis of human resources, which includes discussing problems, analyzing case studies, and reviewing recent research related to the formulation of HR strategies, planning HR needs, information asymmetry in recruitment and selection in an international and digital environment, investment in human capital, international assignments, and the design of compensation packages.*

***Prerequisites.** Prior knowledge of management, economics or psychology is not required. To the extent that International HR Management includes in its toolkit the analysis of theoretical relationships as well as the discussion of practical international case studies, a deeper command of the English language is required to delve deeper into management problems and dilemmas.*

***Building knowledge and understanding.** The course lays the foundations for understanding the nature of the problems and solutions related to human resource management, their advantages, and limitations. An interdisciplinary approach allows for a strategic look at the most important resource of modern businesses – the people. The course extends this view by placing this resource in an international context.*

***Application of knowledge and skills.** Participation in the course requires students to become familiar with the nature of the problems at conceptual level during the lectures. The acquired knowledge and skills in lectures are deepened in the seminars through their application in specific practical situations using case studies and research reports on recent developments and challenges of HR management in an international context and in multinational companies.*

***Formation of new knowledge and skills.** Positioning HR management in an international context broadens the understanding of the management of work in the modern company and provides the necessary basis for the successful realization of students in a multicultural environment and in the challenging environment of multinational companies. The course develops student's ability to clearly present his or her own views, problem statements and possible solutions to a specialized and non-specialized audience by collecting, processing, and understanding specialized information needed to approach problems related to human resource in an international context.*

***Key competencies.** The course develops three key competencies: (1) personal, (2) entrepreneurial, and (3) cultural awareness and assertiveness. The personal competency is developed through the reflection of own work, as well as the work of others, and a subsequent discussion with peers. This would reflect on his or her own nature and behavior, to manage time and information effectively, to work in constructive dialogue with others, to manage his or her own learning and career. The entrepreneurial competency is developed by formulating strategies and aligning those with human resource practices, which would allow participants to act on favorable opportunities and ideas, and to transform them into values for other people. The competency for cultural awareness and assertiveness is developed through the exposure to different cultures and their approaches to dealing with human resources issues, which*

would allow for understanding and respecting the way ideas and meanings are creatively expressed and communicated across cultures.

II. THEMATIC CONTENT

No.	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
1. INTRODUCTION		2	2	
1.1.	Evolution of international human resource management (IHRM): industrialization, globalization, and digital transformation			
1.2.	IHRM practices and the performance of multinational companies (MNCs)			
1.3.	Organizational life-cycle, stakeholders, and the chain of success in international context			
1.4.	Mapping IHRM: HRM practices and the role of strategy and international diversity			
2. IHRM FUNCTIONS AND ROLES		2	2	
2.1.	Core functions of IHRM			
2.2.	Key challenges to IHRM functions: global standardization vs. local responsiveness			
2.3.	Factors driving standardization and localization			
2.4.	HR roles and competencies of international HR professionals			
3. HR PLANNING		2	2	
3.1.	Setting hiring standards: balancing benefits and costs			
3.2.	International competition and employment decisions			
3.3.	Setting up a resource plan, job families, and capability planning			
3.4.	Planning for the individual and international career paths			
4. STRATEGY AND IHRM		4	4	
4.1.	Basics of business strategy: value proposition, cost leadership strategy, and differentiation strategy			
4.2.	HR strategy: labour orientation strategy, internal versus external			
4.3.	Approaches to international staffing: parent country nationals (PCNs), host country nationals (HCNs), third country nationals (TCNs)			
4.4.	International staffing strategies: ethnocentric, polycentric, geocentric, regiocentric			
5. INTERNATIONAL RECRUITMENT AND SELECTION		4	4	
5.1.	Solving the problem of asymmetric information in recruitment: screening, signaling, and self-selection			
5.2.	Strategic recruitment and selection: skill scope, talent type, and type of relationship			
5.3.	Recruiting and selection for international assignments			
5.4.	Practical considerations in the recruitment and selection of international managers: selection criteria, selection process, international comparison			
6. INTERNATIONAL TRAINING AND DEVELOPMENT		4	4	
6.1.	Training and human capital			
6.2.	Investment in education. Comparative educational systems			
6.3.	On-the job training. General versus firm-specific training			
6.4.	Training for international assignments			

7. ORGANIZATIONAL DESIGN IN INTERNATIONAL CONTEXT		2	2	
7.1.	Transaction costs. Centralized versus decentralized organization			
7.2.	Organizational structures: flat, hierarchical, hybrid, network			
7.3.	Multinational companies structures and control mechanisms			
7.4.	Organizing IHRM: integration versus differentiation			
8. JOB DESIGN AND INTERNATIONAL ASSIGNMENTS		2	2	
8.1.	Putting tasks together: multiskilling versus multitasking			
8.2.	Strategic job design: autonomy versus interdependence			
8.3.	Flexible work arrangements: tasks, preferences, and workflows			
8.4.	International assignments: expatriation, inpatriation, alternatives			
9. TEAMS		2	2	
9.1.	The discipline of teams: costs and benefits of teamwork			
9.2.	Team composition: specialization versus knowledge transfer			
9.3.	Incentives in teams: team bonuses, profit sharing, and norms			
9.4.	Multicultural and global teams			
10. IHRM AND TECHNOLOGY		2	2	
10.1.	Centralizing and decentralizing tendencies in organizations			
10.2.	On-demand workforce and digital talent platforms			
10.3.	Skill-biased and task-biased technological change			
10.4.	Impact of artificial intelligence on work: speed, scale, decision making, and personalization			
11. PERFORMANCE MANAGEMENT IN GLOBAL CONTEXT		2	2	
11.1.	Performance ratings			
11.2.	Strategic performance management: merit versus parity systems			
11.3.	Cultural, institutional, and organizational factors			
12. MOTIVATION AND INTERNATIONAL COMPENSATION		2	2	
12.1.	Theories of motivation			
12.2.	Pay for performance			
12.3.	Design of compensation packages			
12.4.	International variations in compensation systems			
Total:		30	30	

III. FORMS OF CONTROL:

№	TYPE AND FORM OF CONTROL	Number	extracurricular, hours
1.	Midterm control		
1.1.	Case studies (incl. via eLearn)	1	20
1.2.	Presentation (incl. via eLearn)	1	30
1.3.	Midterm test (mixed-type questions)	1	30
Total midterm control:		3	80
2.	Final term control		
2.1.	Examination (mixed-type questions)	1	100
Total final term control:		1	100
Total for all types of control:		4	180

IV. LITERATURE

REQUIRED (BASIC) LITERATURE:

1. Lazarova, M., Thomas, D., Farndale, E. (2021) *Essentials of International Human Resource Management*. Edward Elgar Publishing.
2. Lazear, E., Gibbs, M. (2015) *Personnel Economics in Practice*. Wiley. [Signature in the library at University of Economics - Varna: B 75874].
3. Rees, G., Smith, P. (2021) *Strategic Human Resource Management: An International Perspective*. London, UK: SAGE Publ. [Signature in the library at University of Economics - Varna: B 76475].

RECOMMENDED (ADDITIONAL) LITERATURE:

1. Berber, N., Slavic, A., Strugar Jelača, M., & Bjekić, R. (2020). The Effects of Market Economy Type on the Training Practice Differences in the Central Eastern European Region. *Employee Relations: The International Journal*, 42(4), 971-998.
2. Brewster, C., Mayrhofer, W., Morley, M. (2016) *Human Resource Management in Europe: Evidence of Convergence*. Routledge. [Signature in the library at University of Economics - Varna: B 76503].
3. Dickmann, M., Brewster, C., Sparrow, P. (2016) *International Human Resource Management: Contemporary HR Issues in Europe*. Routledge. [Signature in the library at University of Economics - Varna: B 77896]
4. Dowling, P., Festing, M., Engle, A. (2023) *International Human Resource Management*. Cengage.
5. ENDEAVOR (2022) *Mapping the Sofia Tech Sector*. Endeavor Insight.
6. Fuller, J., Raman, M., Bailey, A., Vaduganathan, N. (2020) Rethinking the On-Demand Workforce. *Harvard Business Review* 98(6), 96-103.
7. Gibbs, M., Bazylik, S. (2022) How is New Technology Changing Job Design?. *IZA World of Labor* 2022: 344.
8. Gratton, L. (2021) How to Do Hybrid Right. *Harvard Business Review* 99(3), 65-74.
9. Harvard Business Review (2020) *HBR's 10 Must Reads on Managing People, Vol. 2*. Harvard Business School Publishing.

10. Harvard Business Review (2019) *HBR's 10 Must Reads on Reinventing HR*. Harvard Business School Publishing.
11. INSEAD (2023). *The Global Talent Competitiveness Index 2023: What a Difference Ten Years Make What to Expect for the Next Decade*. Fontainebleau, France.
12. Irving, P. (2018) When No One Retires. *Harvard Business Review* (hbr.org). Nov. 2018.
13. Kreps, D. (2018) *The Motivation Toolkit: How to Align Your Employees' Interests with Your Own*. W.W. Norton.
14. Neilson, W. (2015) *Personnel Economics*. University of Tennessee, Knoxville.
15. Roberts, J. (2007) *The Modern Firm: Organizational Design for Performance and Growth*. Oxford University Press. [Signature in the library at University of Economics - Varna: B 70518]
16. Todorov, A. (2018) *Foreign Investment and Aggregate Concentration: Evidence from South-east Europe*. Bulgarian Economic Papers BEP-2018-13. Center for Economic Theories and Policies at Sofia University St. Kliment Ohridski.
17. Souto-Otero, M., Białowolski, P. (2021) Graduate Employability in Europe: The Role of Human Capital, Institutional Reputation and Network Ties in European Graduate Labour Markets. *Journal of Education and Work* 34(5-6), 611-631.
18. Stewart, G., Brown, K. (2019) *Human Resource Management*. Wiley.