040227 KU Organization and Human Resources in International Firms (BA) | 2025WS

Chair of International Business: https://international-business.univie.ac.at/

Information about the course:

Course Details

4.00 ECTS (2.00 SWS) | compulsory attendance | continuous assessment | course format: on site | SPL 4 - Wirtschaftswissenschaften | Language: English

Course# 040227 | Start: Wednesday, October 15th, 15:00

Course Instructor: Oksana Galak, PhD
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Office hours for students: by appointment only

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Objectives & Content

The main goal of this course is to draw students' attention to the importance and specifics of international dimension in modern HRM, to analyze the ways of dealing with the challenges arising in the way of successful implementation of HRM policies as well as to learn the best-practice examples in the field.

Starting with the introduction of the specific features, distinguishing the international HRM from a broader field of HRM, the course consequently introduces the participants to the external and internal factors influencing the HRM practices of international firms. Further the discussion highlights the cross-cultural complexity and multidimensional nature of such fundamental practices as staffing, recruitment, selection of personnel in international firms. Also the subsequent analysis of performance management, motivational techniques and compensation policies in global firms gives an overview of the problems and best-practice solutions offered both by academics and practitioners in the field of international HRM. Finally we look into the future in anticipation of the coming trends and challenges related to the management of human resources in global firms of XXI century.

Upon the completion of this course the students should be not only aware of the importance of international dimension in today's HRM, but they should also be able to analyze the relevant activities of the firms operating in international environments and to come up with solutions to the existing or potential problems related to cultural, institutional and other aspects of global HRM.

The core feature of this course is a strong focus on the link between theoretical concepts learnt during the lectures and their practical applications in the real world environments by real firms. In order to highlight this link, the theoretical concepts are being consistently explained using the multiple exam-

ples of international firms currently operating in the global environment. Even more importantly, during the course the students are supposed to work in small groups on the business cases illustrating the challenges and opportunities related to the market entry decisions of the international firms. Working through the histories of internationally well-known companies, analyzing the reasons for their failures and successes, students can use their knowledge in order to test the applicability of theoretical concepts and come with viable and scientifically-based solutions for the future.

Course Policies

This is a course with continuous assessment ("prüfungsimmanente LV"). Attendance is compulsory throughout the semester. More than 25% of absence will automatically result in a "fail" grade.

Both the course and the exams will be held in English.

Students wishing to take this course must register via u:find/u:space (with points) during the registration period. The maximum number of participants is 52.

Registered students who, for whatever reason, are not able to take the course must de-register electronically by the 23rd October 2025, 23:59:00. Students who decide to drop the course after this deadline will be graded with 5 (failed).

It is absolutely essential that all registered students attend the first session on 15th October 2025 (Introduction) as failure to do so will result in their exclusion from the course.

- Students are required to arrive in class in time.
- The assignments should be submitted in due time: late submissions are not going to be accepted.
- Participation is strongly encouraged!
- If there are questions, problems, concerns, students are welcome to discussed them with professor either personally or via email.

Course Structure

Lectures usually take place on Wednesdays from 3 pm till 4.30 pm in, **except** on 29th October, 19th November, 26th November, 10th December, 17th December there is a double lecture from 3 pm till 6.15 pm. Details of the course syllabus will furthermore be discussed in the first session.

Assessment

The evaluation is structured as follows:

- Participation and In-Class Assignments (25% of final grade)
- Team-based project (40%)
- Final exam (35%)

Case Study Analysis:

Case studies will be assigned to the teams of up to 5 students (depending of the overall size of the class) during the first session.

The grading of the Business Case Presentation is a combination of:

- Average of students' individual anonymous evaluations - 50%
- Lecturer's evaluation - 50% - which is based on the following criteria:

1. Clarity and structure of the presentation of the general context and main question of the case study.
2. Clarity of the link between practical problem and theoretical concept used for finding the solution.
3. Use of proper sourcing in the argumentation
4. Creativity in presenting the discussion in order to win the interest of the audience.

Each presentation group has about 20 minutes for the presentation and 10 minutes for the discussion.

A minimum of 51 percent of the points needs to be attained overall to pass the course. The grading system is as follows:

88% - 100% | 1

75% - 87% | 2

63% - 74% | 3

50% - 62% | 4

Selected additional questions for in-class debates are provided in the Academic calendar below. Classroom participation is an important part of evaluation. A suggestion to read the assigned material from the reference books and articles, and to express opinions, comments, and insights relative to the discussion topic is to be made.

Dates & Content

Session	Date/Time	Room	Agenda
(1)	15 October 2025 (3 pm – 4.30 pm)	HS 5	**Kick-off Meeting**
(2)	22 October 2025 (3 pm – 4.30 pm)	HS 5	**The essence of International HRM: overview of the grounding concepts**
(3)-(4)	29 October 2025 (3 pm – 6.15 pm)	HS 5	**Culture and its role in the international HRM** Advanced In-class Debate: - Challenges of the using cultural dimensions in HRM.
(5)	5 November 2025 (3 pm – 4.30 pm)	HS 5	**Staffing, recruitment and selection in international firms** Advanced In-class Debate: - How to manage expatriation for dual-career couples?
(6)	12 November 2025 (3 pm – 4.30 pm)	HS 5	**Global Leadership and Leadership Styles**
(7)-(8)	19 November 2025 (3 pm – 6.15 pm)	HS 5	**Knowledge Transfer in MNEs** **Q&A for Team Work**
(9)-(10)	26 November 2025 (3 pm – 6.15 pm)	HS 5	**Global performance management** Advanced In-class Debate: - Challenges and potential of multiple-constituencies feedback.
(11)-(12)	10 December 2025 (3 pm – 6.15 pm)	HS 5	**Rewards in international context** Advanced In-class Debate: - Rate "Local+": a compromise for modern workforce? **Case Presentations and Discussions**
(13)-(14)	17 December 2025 (3 pm – 6.15 pm)	HS 5	**Case Presentations and Discussions**
(15)	14 January 2026 (3 pm – 4.30 pm)	HS 5	**Course wrap-up / Pre-exam Q&A**
(16)	21 January 2026 (3 pm – 4.30 pm)	HS 5	**Final Exam**

Registration/De-Registration

https://ufind.univie.ac.at/

Literature

Required Reading:
HARZIG, A.K. (2014) International Human Resource Management, 4th Edition. Sage Publications Ltd (UK)

A set of some seminal papers by topics:

Strategy and HRM. Role of Culture.

• Gratton, L. (2011) Workplace 2025 – what will it look like? Organizational Dynamics, 40: 246–254.
This is an excellent article proposing a number of important future challenges for the HR function.

• Lunnan, R., Lervik, J., Traavik, L., Nilson, S., Amdam, R. and Hennestad, B. (2005) 'Global transfer of management practices across nations and MNC subcultures', Academy of Management Executive, 19(2): 77–80.
A case study of a multinational in a number of countries, demonstrating the range of ways in which global policy is adapted to national contexts.

Knowledge Transfer and Training. Talent management

•Kamoche, K. (1997) 'Knowledge creation and learning in international HRM', The International Journal of Human Resource Management, 8(3): 213–225.
This article examines how IHRM specifically can contribute to improving the performance and achievements of international assignments.

Global performance management. Rewards in international context

• Wentland, D.M. (2003) 'A new practical guide for determining expatriate compensation: the comprehensive model', Compensation & Benefits Review, 35(3): 45–50.
This article discusses a model of expatriate compensation that incorporates and combines an expatriate selection process with a detailed foreign assignment evaluation and then links that situational analysis with a specific compensation package. The article also describes the recommended compensation approaches for each situational analysis.

CSR and ethics in HRM.

• Islam, G. (2013) 'Implementing care in organizations: recognizing employees: reification, dignity and promoting care in management', Cross Cultural Management, 20(2): 235–250.
This article discusses the care perspective in HRM. Instead of treating employees as human capital to be exploited, an 'ethic of care' views individuals as fundamentally situated in a relational community. The author proposes that the organizing principles of caring organizations are centred on fulfilling employees' needs, promoting their best interest and valuing their contributions. Caring organizations, therefore, increase the well-being of the workforce by generating their positive self- views.

•Abendroth, A. and den Dulk, L. (2011) 'Support for the work–life balance in Europe: the impact of state, workplace and family support on work–life balance satisfaction', Work Employment & Society, 25(2): 234–256.

This article studies the relevance of different types of support for satisfaction with work–life balance, using Esping-Andersen's welfare regime typology as a benchmark. It focuses particularly on the relevance of state, instrumental and emotional workplace and family support based on a survey of 7,867 service-sector workers in eight European countries. The study examines the impact of the different support sources and found that emotional support and instrumental support in the workplace have a complementary relationship.

Additional Readings:

DOWLING, P. J. (2013) International Human Resource Management, 6th Edition. Cengage Learning EMEA

REES, G. (2014) Strategic Human Resource Management: An International Perspective. Sage Publications Ltd (UK)

Other Materials: Other class materials such as lecture slides and handouts are to be made available before the actual start of the classes / particular sessions.