# Course Title: C.1.4.3 Organisational Plan and International HR

# Abstract:

All organisations will have some form of underlying structure. There might have been an intentional design, or it has historically grown into the organisation that it is today. When developing international activities, the organisation is challenged to change the organisational structure. What kind of organisational structure is needed to manage business abroad? The choice of the market-entry strategy and the entry options will have determined the structure setup. But, as there are several options to choose from and that no definitive organisational structure can be appointed as the ‘perfect fit’, there are still managerial design options left. Should control be centralised or decentralised? Should the organisation be grouped according to product, function, geography, or in a matrix? Should there be local-sourced staff or is an experienced staff from the home country needed to set up, or grow the subsidiary? What is really essential to the organisation and required for operations abroad? Could some functions of the organisation be outsourced? This course will hand out some tools to help in the decision making of which organisational plan will fit the company best.

# Learning Objectives:

* Students can determine the international organisation’s structure setup
* Students are able to describe the nature of human resource management in international business
* Students are able to detail how firms recruit and select managers for international assignments
* Students can explain how international businesses train and develop expatriate managers

# Assessment Method:

Class activity 1: Let student work in pairs. The students have 15 minutes to answer the questions. Then, in the following 5 minutes ask the students to tell about their findings.

1. Under what condition should a company consider adopting a global geographic structure as opposed to a global product structure?
2. Name some companies that you think could succeed today with a globalisation strategy and explain why you selected those companies. How does the globalisation strategy differ from a multi-domestic strategy?
3. When would an organisation consider using a matrix structure? Find an example of an organization with an international matrix structure.

**Homework**: Students work in pairs on the Schneider case assignment. They write a short paper of 2 pages A4, including a drawing of the organisational structure. It is advised that the students use the teaching material of the intercultural dimension C1.2.3, as well to help answering the question about staffing. The workload is about 1,5 hours per student

# Comment:

Interactive exercises are in blue font, self-study in orange.

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| Session # | Session Content | Method(s) | Learning Objectives of Session | Material | Time (mins.) | Comments |
| 1 | **Organisational Structure** | | | | **30** |  |
| Organisational Structure (intro + refreshing knowledge on organisational structures) | Lecture | Review existing knowledge | PPT Slides 1-5 | 10 | This assumes that students already know organisational structures |
| Class activity 1: Structures fit strategies | Exercise | Students understand how structures need to fit strategy | PPT Slides 6-8 | 20 | Student pairs answer questions on slide. Work for 15 minutes, 5 minutes to discuss answers and show slides |
| 2 | **International Human Resources** | | | | **70** |  |
| Introduction to Int. HR and Global Challenges | Lecture |  | PPT Slides 9-11 | 10 |  |
| Staffing strategies | Lecture, incl. small discussion |  | PPT Slides 12-15 | 15 |  |
| Expatriates | Lecture |  | PPT Slide 16-21 | 15 |  |
| Leadership, Motivation, Appraisal | Lecture, including small discussion on motivators |  | PPT Slides 22-31 | 30 |  |
| 3 | The Schneider Case | Homework | Learning objective 1 and 2 | PPT Slide 34 | 90 | Let students form pairs to work on this assignment at home |