

Globalization and Human Resources Management (Fall)

Instructor: Prof. George Olcott

Required (1st or 2nd yr.) / Specialized Subjects / 2 credits

This course aims to introduce students to some of the main principles of organisations and how they function. We will look at basic concepts that affect organisations such as leadership, motivation and reward, group dynamics and organisational culture. A key theme of the course is to lay out the ways in which human resources are organised and motivated to achieve organisational goals through strategic human resource management (HRM). We will examine these issues against the backdrop of globalisation and how organisations are changing to manage the challenges of an increasing 'borderless' world. Throughout, there will be a heavy emphasis on Japanese organisations and how Japanese firms are developing HRM strategies to compete more effectively against global competition. We will use a mixture of lectures and case studies, and the lecturer will bring his own experiences in business to reinforce theoretical points. The course will be interactive, and emphasis will be put on class participation and discussion.

We will start with a historical perspective on organisations, examining the ideas of Weber on bureaucracy as well as the early work of the human relations movement. We will then cover important themes in organisation studies such as the main theories of human resource management, organisational culture, leadership and motivation, the impact of globalisation on contemporary organisations (with a specific focus on Japan) and finally the relationship between corporate governance and organisational practices. There will be a particular focus on Japanese organisational practices and we will try to understand if and how Japanese companies are organised differently from their US and European counterparts. This will lead to a discussion as to what challenges Japanese companies face as they try to globalise their operations.

Students will be evaluated by a combination of end of term essay (approx 3500 words) on a topic covered during the term, a group presentation on the HRM practices of specific Japanese companies and class participation.

I may invite a guest speaker for one lecture who has suitable experience in a multinational enterprise with relevant insights into Japanese management practices in a comparative setting.

Course Plan:

- No.1 Course introduction: what is an organisation?
- No.2 Theoretical foundations: Weber, Taylor and the Human Relations Movement
- No.3 Essential elements of HRM
- No.4 Japanese and Asian organisations: are they different from 'western' organisations?
- No.5 Culture: organisational DNA
- No.6 Leadership case study: Ernest Shackleton (Harvard Business School Case)
- No.7 Shackleton (continued)
- No.8 Motivation and Leadership
- No.9 Globalisation case study: "Rakuten and Englishization" (HBS case)
- No.10 The impact of globalisation: the case of Japan
- No.11 Corporate governance
- No.12 Course review
- No.13 Group presentations 1
- No.14 Group presentations 2

Other For the 15th lecture, students should prepare an individual presentation outlining their career plans. Presentation should last 10 minutes.

Questions to be addressed, as well as the timing of the presentations, will be determined at a later date.

Method of Evaluation:

- 20% will be judged on contribution to classroom discussion
- 40% will be judged on the quality of the group presentation
- 40% will be judged on an essay to be submitted by the end of term

Students will be penalised (with a deduction of marks) for non attendance of lectures, except in the cases of prior notification for GOOD reasons

Textbooks:

Olcott, George. (2009). *Conflict and Change: Foreign Ownership and the Japanese Firm* (Paperback edition first published 2011) Cambridge University Press ISBN: 978-0-521-18988-0 (Hardback edition ISBN: 978-0-521-87870-8)

or the Japanese edition of the above book

G. オルコット (著) 平尾光司、宮本光晴、山内麻理(訳) 外資が変える日本の経営: ハイブリッド経営の組織論 日本経済新聞出版社 2010年 ISBN: 978-4-532-31637-2 C3034

It will also be helpful for students to have read some background literature to obtain some theoretical grasp of the traditional explanations of the foundations of Japanese organisations. A good example of this genre is

Nakane, Chie. (1970) *Japanese Society*. London: Weidenfeld & Nicolson (also available in paperback from Penguin Books). In the original Japanese details are:

中根千枝 『タテ社会の人間関係—単一社会の理論』 . (講談社現代新書 1967)

A reasonable article is:

Fujimori, M. & Ouchi, A. (1996) *Japanese Uchi Society—And its Historical Relationship to Japanese Management*. Keio Business Review Vol 34 pp29-50

Grey, Chris. (2012). *A Very Short, Fairly Interesting and Reasonably Cheap Book about Studying Organizations*, Third Edition (paperback) Sage Publications. ISBN: 9781446207376 Also available as e-book ISBN: 9781446271438

Clegg, Stewart, Kornberger, Martin and Pitsis, Tyrone. (2012). *Managing & Organisations: an Introduction to Theory & Practice*, Third Edition (paperback) Sage Publications. ISBN 9780857020413. Also available as e-book ISBN 9781446253397

We will be also doing a number of case studies during the term. These are prepared at leading business schools (e.g. Harvard Business School) and are designed to help students understand the nature of business challenges through the analysis of actual cases. A small fee is required for these cases which I will collect during the class.

There will be other readings which will consist of journal and magazine articles as well as book extracts. These will be provided during the term.

Lecturer's Comments to Students:

Students wishing to contact the lecturer should use the following mail address:

george.olcott@gmail.com