

UNIVERSITY OF ECONOMICS - VARNA
FACULTY OF MANAGEMENT
DEPARTMENT OF MARKETING

ACCEPTED BY:

Rector:

(Prof. Dr. Plamen Iliev)

SYLLABUS

SUBJECT: “INTERNATIONAL HR AND QUALITY MANAGEMENT”

DEGREE PROGRAMME: International Business; BACHELOR`S DEGREE

YEAR OF STUDY: 3; SEMESTER: 6;

TOTAL STUDENT WORKLOAD: 240 h.; incl. curricular 75 h.

CREDITS: 8

DISTRIBUTION OF WORKLOAD ACCORDING TO THE CURRICULUM

<i>TYPE OF STUDY HOURSE</i>	WORKLOAD, h.	TEACHING HOURS PER WEEK, h
CURRICULAR:		
incl.		
• LECTURES	45	3
• SEMINARS (lab. exercises)	30	2
EXTRACURRICULAR	165	

Prepared by:

1.
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2.
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3.
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I. ANNOTATION

The objective of the course is to make students aware of the people-related challenges arising from the internationalisation of business, and teach them HRM and quality management (TQM) strategies, policies and practices, which companies with international activities pursue to effectively address these issues.

Upon completion of the course the students will be able to:

1) understand human resource management systems and quality management systems and their main challenges in companies serving international markets, incl. MNCs and improve their performance accordingly,

2) efficiently implement specific IHRM and quality management activities in multinational companies,

3) make better strategic decisions about people and quality in international settings and

4) design effective IHRM and TQM systems and practices for international companies, incl. MNCs.

The course also facilitates cross-cultural sensitivity, systemic thinking, context screening, and ethical behavior in international setting.

Quality Management examines concepts, tools, and techniques used in the management and measurement of quality, productivity, and competitiveness and their integration into a comprehensive quality management system (QMS). Focuses on how firms add value and compete with quality. Topics include quality control and management, employee involvement in quality, team building for quality, quality circles, relation between quality, productivity, and competitiveness, statistical process control, continuous process analysis & improvement, and a company-wide focus on customer needs. Emphasises the development of decision-making skills through the use of case analysis, field study, consultation with local organisations, and other experimental activities.

II. THEMATIC CONTENT

No.	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	LS
I. Basic IHRM concepts		5	2	
1.	Differences between IHRM and HRM			
2.	The organizational context of IHRM			
3.	Staffing international operations			
II. International Talent Management Cycle		5	4	
1.	Recruiting and selecting for international assignments			
2.	International training and development			
3.	Repatriation process and career issues			
III. International Compensation and Performance Management		8	5	
1.	Components of an international compensation. Approaches to international compensation			
2.	Expatriate adjustment & performance			
3.	International assignee role conception & identification			
4.	Performance management. ROI of expatriate assignments			
IV. Strategic IHRM and Trends		6	4	
1.	Strategic view of IHRM. Global standardization vs. localization			
2.	Social capital and expatriate networks in MNCs			
3.	IHRM in cross-border alliances and SMEs			
4.	Ethical issues in IHRM			
5.	IHRM trends			
V. An Overview of Quality Management and Total Quality Management (TQM)		6	6	
1.	Evolution of quality and quality management concept.			

2.	Quality and global competitiveness.			
3.	TQM: basic characteristics.			
4.	TQM and strategic management.			
VI. Total Quality Management Tools		5	2	
1.	Benchmarking.			
2.	Problem solving tools.			
3.	Quality function deployment.			
4.	FMEA.			
VII. Process Control and Improvement		5	5	
1.	Process approach. Process reengineering.			
2.	Statistical process control.			
3.	Continuous improvement. Kaizen.			
4.	Six Sigma and Lean.			
VIII. Quality Management Systems (QMS)		5	2	
1.	QMS: characteristics and elements.			
2.	ISO 9000			
3.	Employee empowerment.			
4.	OHSAS			
5.	HACCP			
Total:		45	30	

III. FORMS OF CONTROL:

No.	TYPE AND FORM OF CONTROL	No/week	Extracurricular hours
1.	Midterm control		
1.1.	Project (on a predefined topic)	1	75
1.2.	Test	1	30
Total midterm control:		2	105
2.	Final term control		
2.1.	Test	1	60
Total final term control:		1	60
Total for all types of control:		3	165

IV. LITERATURE

REQUIRED (BASIC) LITERATURE:

REES, Chris and Tony Edwards. International Human Resource Management: Globalization, National Systems and Multinational Companies, 2nd Edition, 2010.

RAMBERSAD, Hubert K. Total Quality Management. An Executive Guide to Continuous Improvement, Berlin Springer, 2001.