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<tr>
<td rowspan="2">
UNUSA</td>
<td colspan="9">RENCANA PEMBELAJARAN SEMESTER
JURUSAN MANAJEMEN
FAKULTAS EKONOMI BISNIS DAN TEKNOLOGI DIGITAL
UNIVERSITAS NAHDLATUL ULAMA SURABAYA</td>
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MATA KULIAH		**KODE**		**Rumpun MK**		**BOBOT** (sks)		**SEMESTER**	**Direvisi**
MSDM Internasional		EEM16144		Ilmu Pendidikan		T=3	P=0	VII (Ganjil)	20 Maret 2021
		**Pengembang RP**		**Dosen PJMK**				**Ka PRODI**	

		Pengembang RP	**Dosen PJMK**	**Ka PRODI**
		(Riyan Sisiawan Putra, S.E., M.SM) **NPP. 1306897**	**(Riyan Sisiawan Putra, S.E., M.SM)** **NPP. 1306897**	**(Riyan Sisiawan Putra, S.E., M.SM)** **NPP. 1306897**
Capaian Pembelajaran (CP)	**Program Studi**			
	Sikap : 1. Berkontribusi dalam peningkatan mutu kehidupan bermasyarakat, berbangsa, bernegara, dan kemajuan peradaban berdasarkan pancasila; 2. Bekerja sama dan memiliki kepekaan sosial serta kepedulian terhadap masyarakat dan lingkungan; 3. Menginternalisasi nilai, norma, dan etika akademik; 4. Menunjukkan sikap bertanggungjawab atas pekerjaan di bidang keahliannya secara mandiri; 5. Menginternalisasi semangat kemandirian, kejuangan, dan kepemimpinan Pengetahuan: Mahasiswa bisa memahami MSDM Internasional			

	Mata Kuliah Setelah mengikuti perkuliahan mata kuliah ini, mahasiswa diharapkan pada akhirnya : - Mahasiswa mampu menunjukkan apa yang dimaksud dengan MSDM Internasional, dimensinya, merangkaikan fungsi – fungsi MSDM Internasional yang terdiri dari aktivitas seleksi dan repatriasi, pengembangan SDM dalam lingkup internasional, kompensasi, motivasi dan kepemimpinan, hubungan industrial serta gambaran tentang berbagai pendekatan MSDM di beberapa Negara.
Diskripsi Singkat MK	International Human Resource Management (IHRM) is a new and rapidly changing area of specialist and generalist practice. It is also a lively and growing academic subject having links with many different disciplines including economics, international business, strategy, communications, political science and public policy. Its origins can be traced back to the growth of international business operations and the development of multinational companies (MNCs) with their formal and informal approaches to staffing, personnel administration and personnel management. IHRM as a field of study has changed substantially over the years.
Referensi	**Utama :**
	International Human Resource Management by Anne-Wil Harzing and Ashly H. Pinnington
	Pendukung :

Media Pembelajaran	**Software :**	**Hardware :**
	SLIDE POWER POINT & VIDEO YG RELEVAN	LCD, LAPTOP

Team Teaching	1. Riyan Sisiawan Putra, S.E., M.SM 2. Dr. Ubaidillah Zuhdi, S.T., M.Eng., M.SM
Matakuliah Syarat	Tidak ada
Deskripsi Bahan Kajian dan Topik Bahasan	**Bahan Kajian:** Bahan kajian dalam mata kuliah ini adalah Desain Organisasi
	Topik Bahasan: Topik bahasan dalam mata kuliah ini antara lain memahami Konsep Organisasi dan Teori Organisasi, Tujuan Organisasional dan Desain

	Struktural, Lingkungan Organisasi dan Pengaruh Sumberdaya Eksternal, Hubungan Interorganisasional, Manufaktur dan Layanan Teknologi, Penggunaan IT untuk Koordinasi dan Kontrol, Budaya Organisasional, Nilai Etik, dan Tanggung Jawab Sosial, Inovasi dan Strategi Perubahan, Konsep tentang Proses Pengambilan Keputusan dan Konflik, Kekuatan dan Politik
Assesment	P = Performance (Terdiri dari kehadiran, dan partisipasi kelas) (10%) T = Nilai tugas (individu dan kelompok) (10%) UTS = Ujian Tengah Semester (40%) UAS = Ujian Akhir Semester (40%)

Minggu ke	Kemampuan Akhir yang diinginkan setiap tahapan belajar (CPK)	Bahan Kajian (Materi ajar)	Bentuk Pembelajaran (Metode)	Assessment			Dosen Pengampu
				Indikator	Bentuk	Bobot Penilaian	
I	Strategic Management and IHRM	The chapter reviews common approaches to strategy and strategic management and then discusses different perspectives on strategy and the central importance of IHRM and SHRM. It ends with three major IHRM challenges which will be of strategic significance for most organisations in the future.	1. Brainstorming 2. Discussion	1. Understand the process of strategic management and appreciate its implementation from differing perspectives 2. Know and distinguish between the various modes of entry for international strategy 3. Identify ways that project management and organisational behaviour conceptualise the implementation of strategy 4. Explain why IHRM and SHRM are an integral part of all stages of the	Makalah Dan Presentasi Kelompok	10%	Dr. Ubaidillah Zuhdi, S.T., M.Eng., M.SM

				process of strategic management			
				5. Analyse the competitive position of an organisation, its resources and core competences			
				6. Formulate IHRM strategies, policies and practices based on the corporate, international and business level strategies of the organisation			
				7. Critically evaluate the success of IHRM from multiples perspectives (e.g. customers, owners, managers and employees)			
II	Comparative Human Resource Management	This chapter explores the differences between countries in the ways that they manage their human resources. Within a context of increasing globalisation, the chapter argues that context is everything: what the term HRM means, how it is understood, what would be considered 'good' HRM and the way that people management is	1. Brainstorming 2. Discussion	1. Appreciate the importance of comparative HRM for IHRM 2. Understand the difference between best practice and best fit models of HRM 3. Identify the reasons why countries remain different in the ways	Makalah Dan Presentasi Kelompok	10%	Dr. Ubaidillah Zuhdi, S.T., M.Eng., M.SM

		practised, all vary from country to country. As such, these differences form the backdrop against which MNCs must manage the integration/ differentiation paradox, and against which all international HRM must be measured. Comparative HRM is a challenge to the universalist paradigm of HRM, generally expressed in the notion of 'best practice'		that they conceptualise and conduct HRM 4. Discuss some of the ways in which HRM differs between countries 5. Understand how MNCs have to balance between being globally effective and fair whilst appreciating and benefiting from national differences			
III	Culture in International Human Resource Management	The chapter provides an analytical tool useful for dealing with situations involving culture in International Human Resource Management (IHRM). This analytical tool derives from the combination of three views on culture, and the resulting knowledge they bring. Together, these views provide a rich understanding and consequently, can be advantageous when dealing with cultural situations.	1. Brainstorming 2. Discussion	1. Understand the origin and validity of three different views on culture: positivist, interpretive and critical 2. Explain the major points of difference between these views. Present the different management knowledge developed by each view 3. Analyse a situation using each of the three views 4. Combine each mode of analysis to reach an enriched understanding of a situation	Makalah Dan Presentasi Kelompok,	10%	Dr. Ubaidillah Zuhdi, S.T., M.Eng., M.SM

IV	Human Resource Management in Cross-Border Mergers and Acquisitions	The chapter reviews prior research dealing with integration processes in crossborder M&As and then considers the meaning and strategic logic of cultural integration. Major HRM challenges occurring at different stages of the M&A are discussed and conclusions made on the implications for research and practice.	1. Brainstorming 2. Discussion	1. Understand the impact of cultural differences on M&A performance 2. Master the logic behind different approaches to cross-border post-merger integration 3. Identify which cultural and people issues are particularly critical to the success or failure of mergers and acquisitions 4. See the importance of HRM in executing international M&A strategies	Makalah Dan Presentasi Kelompok,	10%	Dr. Ubaidillah Zuhdi, S.T., M.Eng., M.SM
V	Approaches to IHRM	This chapter examines the varieties of International HRM (IHRM) approaches, identifies the development and transformation of HRM, and explores some basic questions on the universality of HRM. Contemporary research on IHRM has considerable variation in its theoretical perspectives, HRM approaches and types of organisation included. This chapter compares and contrasts the dominant IHRM approaches in the US and Europe, namely the	1. Brainstorming 2. Discussion	1. Describe and analyse the characteristics, contributions and limitations of prominent models of human resource management (HRM) 2. Explain the differences between contingency and divergence theories of HRM and different institutional and cultural factors 3. Understand how and why HRM approaches	Makalah Dan Presentasi Kelompok,	10%	Dr. Ubaidillah Zuhdi, S.T., M.Eng., M.SM

		‘Matching Model’, the ‘Harvard Model’, the ‘Contextual Model’, the ‘5-P Model’ and the ‘European Model’. The outcome of the comparison is then reviewed in the light of their key aspects and current practices in different organisations and countries. The chapter evaluates whether various HRM approaches are applicable and can be transferred to different firms, business systems, institutional contexts and cultural environments. It shows that HRM practices developed in one context cannot simply be assumed to work in the same way in other countries. The chapter concludes that though differences in HRM approaches exist, they are often subject to dynamic change over time. The evolutionary nature of change in organisations and approaches to IHRM is illustrated using ideas and examples from Asia.		in the Asian context are similar to, or different from, those in the West 4. Evaluate the applicability of HRM approaches and discuss the implications of change for HRM			
VI	International Assignment	The chapter reviews the various staffing options in MNCs in general and then discusses different corporate motives for using international transfers as	1. Brainstorming 2. Discussion	1. Understand and evaluate different staffing options that are available to MNCs	Makalah Dan Presentasi Kelompok,	10%	Dr. Ubaidillah Zuhdi, S.T., M.Eng., M.SM

		well as the different forms of international assignments available to MNCs. It also gives a detailed overview of the assignment process and presents a set of criteria for assessing assignment success.		2. Differentiate between the main motives for using international assignments in MNCs 3. Identify different forms of international assignments and assess their distinct advantages and disadvantages 4. Explain why the selection, preparation and repatriation form an integral part of the international assignment process 5. Critically evaluate the success of an international transfer, both from the perspective of the individual assignee and the company			

| VII | Multinational Companies and the Host Country Environtment | This chapter explores the diversity of host country environments that MNCs must engage with when managing overseas subsidiaries and analyses the extent to which these environments influence subsidiaries' HRM practices, particularly pay systems, work organisation and collective representation. Evidence of trends towards cross-national convergence in employment arrangements is also explored. | 1. Brainstorming
2. Discussion | 1. Appreciate some of the main features that distinguish host country business and employment environments
2. Identify the key issues for multinational companies in developing their HRM policies and practices in different host country environments
3. Critically assess the evidence for and against trends towards convergence of country employment systems
4. Explain how HRM practices of pay, work organisation and collective representation are shaped by host country factors | Makalah Dan Presentasi Kelompok, | 5% | Dr. Ubaidillah Zuhdi, S.T., M.Eng., M.SM |
| VIII | Managing Knowledge in Multinational Firms | In this chapter we discuss knowledge sharing in multinationals, arguing that it is facilitated by cross-unit social capital, organisational values of collaboration and sharing, and global mindsets. We also examine structural mechanisms | 1. Brainstorming
2. Discussion | 1. Explain the importance of knowledge sharing for the competitiveness of the multinational
2. Distinguish the range of mechanisms that multinationals have at | Makalah Dan Presentasi Kelompok, | 10% | Riyan Sisiawan Putra, S.E., M.SM |

			and a range of HR practices that enhance knowledge sharing. We then assess how multinationals can access and retain external knowledge. In the final section we discuss the dualities involved in exploring existing knowledge and exploiting new knowledge.			their disposal to enhance knowledge sharing 3. Discuss how multinationals can access and retain external knowledge 4. Understand dualities involved in exploring existing knowledge and exploiting new areas			
IX	The Development of Global Leaders and Expatriates		The chapter examines the development of global leaders and expatriates. The first section explores definitions of the term global leader, the competencies and tasks associated with their work, and global leadership development programmes. The second section concentrates on issues surrounding cross-cultural training for expatriates.	1. Brainstorming 2. Discussion	1. Explain the term global leader with reference to a) the main tasks that global leaders undertake and b) the competencies global leaders need to practice in order to be effective 2. Discuss the nature of development programmes for global leaders with reference to the objectives, content and limitations of these programmes 3. Critically evaluate the main objectives and effectiveness of cross-cultural skills training for expatriates 4. Identify and discuss a range of emerging issues	Makalah Dan Presentasi Kelompok	10%	Riyan Sisiawan Putra, S.E., M.SM

				relating to the design, content and delivery of cross-cultural skills training for expatriates			
X	Total Rewards in the International Context	We examine the complex issues that international human resource (IHR) managers face when creating international total rewards systems. This chapter provides comprehensive examples of rewards policies and practices, and for the sake of simplicity concentrates on examples from US MNCs and expatriates. First, we discuss the intricacies that arise when firms design total rewards systems for an international assignment (IA) versus the typical headquarters assignment. We briefly highlight traditional and newer forms of IAs since rewards are often a function of the type of IA (i.e., 3-year vs. 6 week vs. commuter assignment). Second, we outline the key components of an international total rewards programme, namely, base salaries, hardship premiums, allowances and benefits. Third, we discuss the Going Rate and Balance Sheet Approach to total	3. Brainstorming 4. Discussion	1. Understand the complexities faced by IHR managers 2. Identify the international total rewards objectives for the MNC and the employee 3. Differentiate between the key components of global total rewards 4. Explain the going rate and balance sheet approaches to international compensation and their advantages/disadvantages 5. Explain the current best practices to the tax equalisation and tax protection approaches to international taxation	Makalah Dan Presentasi Kelompok,	10%	Riyan Sisiawan Putra, S.E., M.SM

		rewards, followed by a discussion of their advantages and disadvantages. Fourth, we examine international taxation in total rewards systems by focusing on current best practices. For practical reasons, we present current international cost-of-living data which are useful for IHR managers who face problems associated with limited information/ statistics on cross-country comparisons. We also discuss the specific problems that IHR managers face when compensating third country nationals relative to those they face with host country nationals. Finally, we close our discussion by elaborating on recent international trends in global total rewards.				

XI	Women Leading and Managing Worldwide	The chapter reviews the increase of women expatriates and examines why in the past few women were selected for international assignments. A case study is presented of one organisation's approach to developing women for leadership and international management roles. The case emphasises the importance of continually improving employees' cross-cultural communication skills	1. Brainstorming 2. Discussion	1. Understand some of the recent changes for women in leadership and management 2. Assess the past and present roles of women in international assignments and management 3. Identify different ways of developing women for leadership and international management 4. Explain why cross-cultural communication is an integral part of international management 5. Critically evaluate the success of international assignments from the perspectives of the individual assignee and the company	Makalah dan presentasi kelompok	5%	Riyan Sisiawan Putra, S.E., M.SM
XII	Global Work Life Management in Multinational Corporations	In this chapter, we examine the complex issues faced by multinational corporations (MNCs) related to the management of work-life issues in a global context. We begin by defining work-life initiatives as	1. Brainstorming 2. Discussion	1. Understand key issues for managers dealing with work-life issues in a global context 2. Understand some of the major work environment and social factors that	Makalah dan presentasi kelompok,	5%	Riyan Sisiawan Putra, S.E., M.SM

		those strategies, policies, programmes and practices initiated and maintained in workplaces to address flexibility, quality of work and life, and work–family conflict. We acknowledge that, while work-life issues have been discussed and investigated in western contexts, less is understood about how these issues are experienced and managed in Asia and developing nations, let alone how MNCs could develop a corporate work-life policy where global consistency is likely to be difficult to achieve. We examine the tensions and dualities in managing work-life initiatives in MNCs. We then develop a framework to inform the allocation of responsibilities for work-life management in MNCs, and assist the application of strategies to resolve tensions. Finally, we discuss the emerging challenges for researchers and practitioners related to global work-life management.		affect work-life issues for MNCs 3. Understand the substantial challenges managers in MNCs face when balancing the frequently competing pressures for global integration and local responsiveness 4. Learn about examples of work-life issues in MNCs			
XIII	Regulation and Change in Global	The chapter studies the ways that businesses are regulated and how this varies. The politics of IHRM	1. Brainstor ming 2. Discussion	1. Comprehend the complex and varied role	Makalah dan	5%	Riyan Sisiawan Putra, S.E., M.SM

	Employment Relations	and of industrial relations are an ongoing reality and raise important questions of power, control and democracy. The chapter studies the changing nature of the debate on regulation and politics, and raises questions on how we see the future role of regulation: the concept of human rights is becoming increasingly prevalent in current discussions about IHRM.		of regulation 2. Appreciate the competing narratives and approaches to regulation 3. Understand the role of organisations and institutional bodies on regulation and the market 4. Appreciate the current debate on re-regulation and how the control of business behaviour has re-emerged 5. Critically discuss the different levels of re-regulation and their role	presentasi kelompok,		
XV	Social Responsibility, Sustainability and Diversity of Human Resources	This chapter provides an overview of the emergence of the concepts of corporate social responsibility, equal opportunities, and diversity management and describes how they gain popularity as part of SHRM for firms seeking to gain a competitive advantage. It critically analyses how different societal contexts may influence the way these notions are understood and discusses related	1. Brainstorming 2. Discussion	1. Understand the concepts of ethics, corporate social responsibility, equal opportunity and diversity management 2. Differentiate perspectives of corporate social responsibility and diversity management 3. Explain how ethical employment practices can contribute to	Makalah dan presentasi kelompok,	5%	Riyan Sisiawan Putra, S.E., M.SM

| | | issues managed at workplaces. | | sustainable business success and social development
4. Critically evaluate the gaps between the aspirations of corporate social responsibility and diversity management and actual practices in workplaces
5. Appreciate the global challenges to MNCs in developing and implementing equality and diversity management strategies | | | |

Surabaya, 20 Maret 2021

Dosen Pengampu	Ketua Program Studi
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