

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Menedžment človeških virov in medkulturno okolje
Course title:	Human Resource Management and Intercultural Environment

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Medkulturni menedžment, druga	Program nima smeri	drugi	tretji
Intercultural Management, second	The programme has no fields	second	third

Vrsta predmeta / Course type Obvezni / Mandatory

Univerzitetna koda predmeta / University course code:

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje Work	Druge oblike študija	Samost. delo Individ. work	ECTS
20	0	10	0	0	120	5

Nosilec predmeta / Lecturer: doc. dr. Svitlana Buko / Assist. Prof. Svitlana Buko, PhD

Jeziki / Languages: **Predavanja / Lectures:** slovensko, angleško / Slovenian, English
Vaje / Tutorial: slovensko, angleško / Slovenian, English

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Pogoj za vključitev v delo je vpis v prvi letnik podiplomskega študija.

Prerequisites:

The condition for inclusion is enrollment in the first year of postgraduate studies.

Vsebina:

- Izzivi zaposlovanja medkulturnega osebja: povezovanje vizije vodenja podjetja s potrebami medkulturnega osebja; kompetenčni pristop k menedžmentu človeških virov v globalnih skupinah; medkulturni vidiki menedžmenta človeških virov / talentov; upravljanje raznolikosti; vzorci mednarodne mobilnosti osebja;

Content (Syllabus outline):

- Challenges and the benefits of hiring intercultural staff: linking leadership vision to the company mission and intercultural staff needs; competency-based approach to the HRM in the global teams; intercultural aspects of the Human Talent Management; diversity management; international staff mobility patterns; building and

izgradnja in vzdrževanje kanalov talentov za mednarodna in lokalna podjetja; svetovno kadrovanje v TNC v primerjavi s HRM v nacionalnih in lokalnih podjetjih.

- Menedžment človeških virov: pridobivanje kompetenc za medkulturno osebje (dostop do kandidatov; strokovna omrežja).
- Medkulturni HRM / izbor: pristopi k zaposlovanju, preverjanju, intervjuvanju medkulturnih kandidatov; instrumenti in orodja.
- Integracija novega osebja: oblikovanje učinkovitih programov vključevanja v medkulturnem okolju.
- Obravnavanje odnosov z zaposlenimi, medkulturni konflikti v timih, mentorstvo, vodstvene spretnosti.
- Vidiki upravljanja uspešnosti v medkulturnih skupinah: izvajanje ocenjevanja, motivacija, zavzetost, angažiranost (instrumenti).
- Oblikovanje in izvedba usposabljanj za poklicni razvoj v medkulturnih timih.
- Ključni vidiki menedžmenta delovnih razmerij, nadomestil in prejemkov za mešane medkulturne ekipe.
- Izstopni razgovori za medkulturno osebje (konec zaposlitve / odpoved).
- Menedžment človeških virov v medkulturnih virtualnih skupinah: posebnosti izvajanja in podpore sistemov na več ravneh.
- Slovenija in EU: odprt trg dela, mobilnost osebja in medkulturni vidiki HR kadrovskega trga. Slovenija in trgi dela srednje / južne Evrope - primerjalni vidiki medkulturnega HRM.

sustaining talent pipeline for international and local businesses; global staffing in the TNCs vs. HRM in the national and local businesses.

- Human Resource Management: competency-based sourcing for intercultural staff (candidate pools and pipelines; networks).
- Intercultural HRM/selection: approaches to recruiting, screening, interviewing intercultural candidates; instruments and tools.
- New staff integration: designing effective on-boarding programs in the intercultural environment
- Handling employee relations, intercultural conflicts in the teams, mentorship, leadership skills.
- Performance management aspects in the intercultural teams: assessment implementation, motivation, commitment, engagement (instruments)
- Design and implementation of the professional development trainings in the intercultural teams.
- Key aspects of the labor relations, compensations, and benefits management for the mixed intercultural teams.
- Off-boarding and exit interviews for the intercultural staff (end of the assignment/withdrawal management).
- HRM in the Intercultural Virtual Teams: peculiarities of the multi-level systems implementation and support.
- Slovenia and EU: open labor markets, mobility of the personnel and intercultural aspects of the HR EU markets. Slovenia and labor Markets of the Central/Southern Europe – comparative aspects of the intercultural HRM.

Temeljni literatura in viri / Readings:

Wilkinson, Adrian and Wood, Geoff (2017): Global trends and crises, comparative capitalism and HRM. *The International Journal of Human Resource Management*, 28(18), 2503-2518, DOI: 10.1080/09585192.2017.1331624 Access:

<https://www.tandfonline.com/doi/pdf/10.1080/09585192.2017.1331624?needAccess=true>.

Barmeyer, C., Bausch, M. and Moncayo, D. (2019): Cross-cultural management research: Topics, paradigms, and methods - A journal based longitudinal analysis between 2001 and 2018. In: *International Journal of Cross Cultural Management*, 19(2), 218-244.

Deresky, Helen (2013): *International Management: Managing Across Borders and Cultures, Text and Cases*. 8th edition, Prentice Hall, Upper Saddle River.

Jelovac, Dejan, and Rek, Mateja (2010): *Komuniciranje v medkulturnem okolju*. Ljubljana: Vega.

Moran, Robert; Abramson, Remington, Neli, and Sarah, Moran (2014): *Managing Cultural Differences*, 9th edition. Routledge: New York.

Hofstede, Geert and Hofstede, Gert Jan (2005): *Cultures and Organizations: Software of the Mind*. McGraw-Hill, New York.

Mole, John (2003): *Mind Your Manners – Managing Business Cultures in the New Global Europe*. London: Nicholas Brealey Publishing.

Matsumoto, D. (2013): Assessing Cross-Cultural Competence: A Review of Available Tests *Journal of cross-cultural psychology*, 44(6), 849-873

Access: <https://culturalq.com/wp-content/uploads/2019/03/JCCP-2013-Matsumoto-Hwang.pdf>

Musek, Janek (2004): Slovenia under a psychomicroscope: recent research on personality and value dimensions. *Psychologische Beiträge*, 46, 89-102.

Simons, George (2002): *Euro Diversity: A Business Guide to Managing Difference*. Butterworth-Heinemann.

Tatoglu, E., Glaister, A. J., and Demirbag, M. (2016): Talent management motives and practices in an emerging market: A comparison between MNEs and local firms. *Journal of World Business*, 51(2), 278–293.

Cilji in kompetence:

- sposobnost konceptualizacije, komuniciranja, načrtovanja, izvajanja in merjenja vpliva sistemov za Menedžment človeških virov v medkulturnem okolju;
- strateška usmerjenost, tj. sposobnost anticipacije dogodkov, izhajajočih iz kulturne dinamike, sposobnost ponujanja rešitev za

Objectives and competences:

- The ability to conceptualize, communicate, design, implement and measure impact of HRM systems for the intercultural environments;
- The strategic orientation, i.e. the ability to anticipate events resulting from HR cultural dynamics, the ability to offer solutions to

preprečevanje njihovih negativnih konsekvenc in v nacionalnih in lokalnih podjetjih;

- razvoj komunikacijskih sposobnosti in spretnosti za komuniciranje z različnimi okolji;
- organizacijske in vodstvene spretnosti za usmerjanje dela v večkulturnem okolju;
- razumevanje kulturnih fenomenov in njihove povezanosti s strukturo in razvojem družb;
- razumevanje različnih teoretskih pristopov in njihova uporaba pri reševanju konkretnih problemov;
- fleksibilnost in prilagodljivost, tj. sposobnost delovanja v večkulturnem okolju;
- sposobnost navezovanja stikov v večkulturnem okolju in komuniciranja z akterji iz različnih kulturnih okolij;
- razumevanje različnih družbenih in kulturnih okolij, razumevanje kulturne pluralnosti;
- sposobnost anticipacije in reševanje problemov, ki izhajajo iz medkulturnih razlik;
- sposobnost razumevanja in obvladovanja medkulturnih informacij;
- razumevanje odnosov med posamezniki in skupinami v različnih kulturnih okoljih;
- sposobnost kulturne empatije, (*Kulturna inteligenca, kulturno zavedanje*), tj. razumevanja idej, vrednot in mišljenjskih vzorcev iz različnih kulturnih okolij.

prevent their negative consequences in the TNCs and local companies;

- The development of communication skills and skills for communicating with different environments;
- Organizational and leadership skills for management in multi-cultural environment;
- Understanding the cultural phenomena and their relationship with the structure and the development of societies;
- Understand the different theoretical approaches and apply them in solving concrete problems;
- Flexibility and adaptability, i.e. capability of operating in a multicultural environment;
- The ability to establish contacts in a multicultural environment and to communicate with actors with different cultural backgrounds;
- Understanding different social and cultural environments, understanding the cultural pluralism;
- The ability to anticipate and solve problems arising from intercultural differences;
- The ability of understanding and managing intercultural information;
- Understanding of relationships between individuals and groups in different cultural environments;
- The ability of cultural empathy, i.e. cultural intelligence / cultural sensitivity/ understanding ideas, values, and cognitive patterns from different cultural environments.

Predvideni študijski rezultati:

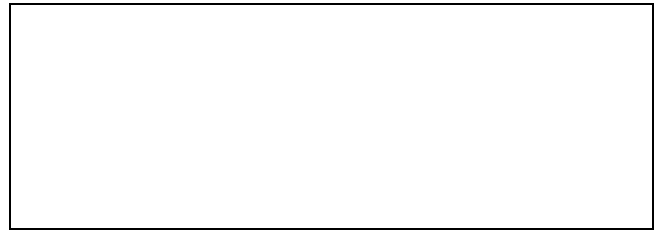
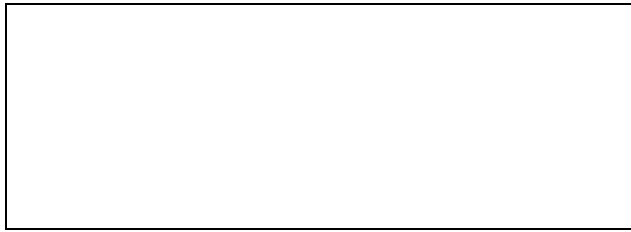
Študentje:

- poznajo namen predmeta, vsebino in metode dela menedžerja človeških virov in njegove obveznosti;
- znajo pojasniti ključne HRM pojme kategorialno-metodološkega aparata medkulturnega menedžmenta;
- razumejo in jasno razlikujejo ključne kategorije menedžmenta človeških virov v globalnem poslovnem življenju;
- pridobijo vpogled v bistvo dobrih poslovnih HRM praks, njihovo vlogo, mesto in pomen za uspešno sodobno poslovanje;
- so sposobni komunicirati o pomenu medkulturne HRM komponente z vodstvom podjetja;
- imajo nabor praktičnih veščin za prispevanje k razvoju in implementaciji zaposlovanja medkulturnega osebja;
- so sposobni upravljanja in prispevanja k oblikovanju vrednotenja medkulturnega timskega dela in tekočega upravljanja uspešnosti;
- so sposobni izvajanja in ocenjevanja vpliva novih programov vkrcanja članov medkulturne skupine in sistemov za razvoj delovnih mest;
- so sposobni timskega dela: sposobnost sodelovanja z drugimi pri razvoju, izvajanju in ocenjevanju HRM v medkulturnem okolju;
- imajo praktične spretnosti za izvajanje medkulturnih HRM raziskav in pripravo poročil s priporočili iz kadrovskih praks.

Intended learning outcomes:

Students:

- Are informed of the purpose of subject, content and methods of work of the HRM manager and their obligations;
- Are able to explain HRM key concepts within the categorical-methodical apparatus of a intercultural management;
- Understand and clearly distinguish the key categories of intercultural HRM management in global business life;
- Gain insight into the essence of good HRM business practices, their role, place and importance for a successful modern business;
- Ability to facilitate and communicate the importance of the intercultural human resources component to the company leadership;
- Have a set of practical skills to be able to contribute to the development, implementation of intercultural staff recruitment;
- Gain the ability to administer and contribute to the design of the intercultural teamwork evaluation and on-going performance management;
- Are able to implement, and evaluate impact of the new intercultural team member on-boarding programs, and on-the job development systems;
- Teamwork: ability to collaborate with others, in the development, implementation, and assessment of the HRM in the intercultural environments;
- Have practical skills to conduct intercultural HRM research, produce reports with recommendations in human resources practices.

**Metode poučevanja in učenja:**

- predavanja in seminarske vaje z aktivno udeležbo študentov (razlaga, diskusija, vprašanja, primeri; refleksija izkušenj, timsko delo, metode kritičnega mišljenja, sporočanje povratne informacije, forum za reševanje kulturnih problemov, sporov, konfliktov in dilem);
- uporaba spletne učilnice oziroma drugih sodobnih IKT orodij; virtualno timsko delo;
- samostojen študij (motiviranje, usmerjanje, samoopazovanje, samouravnavanje, refleksija, samoocenjevanje);
- skupinsko delo (oblikovanje kadrovskih strategij; ocenjevanje programov, reševanje kadrovskih vprašanj);
- delo v okviru vrstniškega ocenjevanja;
- laboratorijske vaje / simulacije (reševanje situacijskih primerov).

Learning and teaching methods:

- Lectures and tutorials with active engagement of students (explanation, discussion, questions, examples; case study, experience, reflection, teamwork, critical thinking, feedback, a forum for solving cultural problems, disputes, conflicts and dilemmas);
- Use of online classroom or other contemporary ICT tools; virtual teamwork and virtual team management;
- Individual study (motivation, guidance, self-observation, self-regulation, reflection, self-evaluation);
- Group work (designing the HR strategies; evaluating programs, resolving staff issues);
- Assignments in the framework of peer review activities;
- Laboratory work / simulations (mock interviews; situational HR cases resolutions).

Delež (v %) /

Weight (in %)

Assessment:**Načini ocenjevanja:**

Način (pisni izpit, ustno izpraševanje, naloge, projekt):	Delež (v %) / Weight (in %)	Type (examination, oral, coursework, project):
<ul style="list-style-type: none"> • Udeležba na predavanjih in vajah • Analitični spletni dnevnik-blog (20%) • Skupinski projekt: simulacija HRM Lab (40%) • Refleksivna naloga (15%) • Medkulturna anketa o človeških virih (5%) • Ustni izpit (20%) 100 točk - 100%		<ul style="list-style-type: none"> • Participation in lectures and exercises • Analytical Blog (20 %) • Team Project: HRM Lab simulation (40 %) • Reflection paper (15 %) • Intercultural HR Survey (5 %) • Oral examination (20 %) 100 points – 100%

Ocenjevalna lestvica – skladno s Pravilnikom o preverjanju in ocenjevanju znanja na FUDŠ.		Grading scale - in accordance with the Rules of examination and evaluation of knowledge.
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Reference nosilca / Lecturer's references:

Buko, S. (2020): Increasing commitment in the intercultural virtual team through the internal corporate staff development systems [*conference proceedings*] 10th International Scientific Conference "The Future of Global Business and Marketing: How Will Smart Companies Deal with Challenges and Opportunities?" 11 November 2020. DOBA, Maribor; p. 155-158. Access: https://www.fakulteta.doba.si/upload/the_future_of_global_business.pdf

Buko, S. (2020): *Chronicles of the living borders: shared urban space of Gorizia (IT) and Nova Gorica (SLO)*. "Bordering in Pandemic Times. Insights into the COVID-19 Lockdown" Thematic issues 4/2020, UniGR-CBS series "Borders in Perspective" Luxembourg/Trier, 2020. DOI: <https://doi.org/10.25353/ubtr-xxxx-b825-a20b>

Buko, S., Knappitch, E. (June 26, 2020): Cross-border Challenge Slovenia-Italy-Austria: [Transforming a 24-hour field study tour into a hackathon](#). *Intercultural Learning and Inclusive Teaching for the New Virtual Paradigm* (Virtual ICL) series organized by Assessment and Research (CILMAR) Purdue University, SEITAR USA and SIETAR Europa purdue.edu/ippu/cilmar/learning/virtualicl.

Buko, S. (2020): Cross-border research in the time of pandemic: business focus [*expert series*] "Thriving Thursdays: Mindfulness Matters" SIETAR Austria; https://www.youtube.com/watch?v=Lm_ghpqPOuk (4 June, 2020).

Buko, S. (2019): Role of business leader's competencies in shaping successful intercultural entrepreneurial strategies on the Italian-Slovenian border. SIETAR EUROPA conference "Building Dialogues on Diversity"; Leuven, Belgium, 27 May-2 June, 2019.

Buko, S. (2018): Cross-border cooperation of small and medium businesses (SMEs): business characteristics, regional perceptions, and the probability of success on the Italian-Slovenian border. Presented at the 10th *Slovenian Social Science Conference on The Social Transformations We Live in: Between Cohesion and Fragmentation*. Nova Gorica, Slovenia, FUDS, 20-21 September, 2020.

Buko, S., Johnson, R.B., Mirza-Grisco, D. (2017): The Adaptation of the Cultural Intelligence Scale in Central and Eastern Europe: application of focus groups methodology. Presented at the 2017 SIETAR Congress: *Congress of the Society of Intercultural Education, Training and Research* 22-25 May, Dublin, Ireland.

Buko, S. (2017): "Cross-cultural encounters in project management: Slovenian case study". Paper presented at the 9th *Slovenian Social Sciences Conference "Social Transformations: Global and Local"*, 21 – 23 September 2017, Ljubljana, Slovenia.

Buko, S. (2016): Values of US Managers within the international US-Ukraine business media partnerships. *Studies of Changing Societies: Comparative and Interdisciplinary Focus*, Vol. 1, pp. 4-17. DOI 10.1515/scs-2016-0001.

Buko, S. (2013): Competency framework for managers of international organizations in Ukraine. *Studies of Changing Societies: Comparative and Interdisciplinary Focus*. Vol. 4(10), pp. 6-22. DOI:10.2478/scs-2014-0158.

Buko, S., Johnson, B. (2013): Cultural Intelligence Scale (CQS): testing cross-cultural transferability of CQS in Ukraine. *Studies of Changing Societies: Comparative and Interdisciplinary Focus*, Vol. 4(10), pp. 51-67. DOI: 10.2478/scs-2014-0160.