

MSc in International Human
Resource Management

Cranfield
UNIVERSITY
School of Management

Master your
career



This programme has a pedigree of both academic excellence and practitioner relevance. It has been developed to meet the growing needs of business and HR executives who work in an international context.

Based on leading-edge comparative research with organisations around the world, it is enhanced by a faculty with wide experience of different cultures.

Professor Shaun Tyson
Emeritus Professor, Cranfield School of Management

www.cranfieldmsc.biz/ihrm

Move ahead in Global HR Management

Welcome to the MSc in International Human Resource Management. If you are a HR professional seeking to improve your specialist skills and knowledge – this specialist masters degree has been developed to give your HR Management thinking a more global perspective and take your capabilities to a higher strategic level.

Our primary aim is to equip you with the personal skills and specialist knowledge that you need to be a successful international HR practitioner. The modular nature of the programme means that you'll be able to take newly acquired skills and experience straight back to the workplace, with the confidence and motivation to initiate change and lead global HR initiatives.

Teaching is specifically geared toward helping you reflect on your own situation. Learning is centred on small teams to encourage communication and teamworking and to develop your management and HR skills in a practical and challenging environment.

You'll learn alongside experienced professionals from a broad range of industries and cultural backgrounds. You will benefit from sharing the ideas and experiences of your fellow students, which significantly enriches the learning process.

Our faculty are experts in this field and have contributed significantly to the development of modern strategic HR thinking. They have broad experience in business and are widely recognised as being highly influential in helping organisations to improve their international people management.

Our External Advisory Panel – a forum of senior HR professionals – ensures the programme content is up-to-date with the latest thinking and is relevant to the modern international business environment.

In addition you benefit from joining our high profile network of over 10,000 alumni, which allows you to network with a broad range of professionals from organisations all over the world.

Above all, we want you to relish the challenge of gaining your new qualification, take advantage of the professional development and networking opportunities available to you, and leave feeling your time here was a valuable, career enhancing experience.



Michael Dickmann

Dr Michael Dickmann
Programme Director

This programme is unique because it aligns Cranfield's academic expertise with leading-edge multinational organisations.

We deliver academically rigorous yet acutely relevant and practical insights that students can immediately apply to their individual organisations.

Dr Clare Kelliher
Senior Lecturer in Strategic HR Management
Cranfield School of Management



Leading-edge Faculty

Cranfield School of Management is world-renowned for its practical and innovative approach to International Human Resource Management. We have an outstanding reputation for teaching and research in this area, and we strive to ensure that learning is underpinned by real-world issues, latest thinking and best practice.

Our leading-edge faculty have extensive industry experience and have held senior HR positions in major multinational companies across the world. In addition to teaching, they continue to work with well known multinational organisations – leading consultancy projects and offering unique insights into specific international HR and management issues. **They are highly respected for the extensive impact they have in shaping industry practice and influencing change.**

Programme faculty have published widely and are responsible for groundbreaking research in important areas such as international mobility, strategic HR management and knowledge management. They regularly contribute to international conferences, sharing their findings with high profile HR professionals.

Our full-time faculty is augmented by an international team of visiting professors and emeritus professors, including: Professor Richard Croucher – a leading thinker in Industrial Relations, Professor Ansgar Richter – a specialist consultant in professional policies and Emeritus Professor Shaun Tyson, who is widely recognised as one of the most influential people in the field. In addition, industry executives from leading multinationals speak regularly on the programme. Recent speakers have included HSBC, Merck Serono, Cargill and AT&T.

At the Forefront of Research

For over 30 years Cranfield has conducted rigorous and practical research into strategic people management – and is at the forefront of research on international HR issues and activities. This research is carried out through our distinguished research centres, in conjunction with leading multinational organisations from the private and public sectors.

Our principal aim is to foster the exchange of ideas and informed opinions between organisations and academic experts. We assist organisations in evaluating the effectiveness and efficiency of their HR policies and practice, and provide expertise in the following areas:

- the contribution of HR management to successful business performance
- strategic international HR management
- HR policies and practices in different cultures

Three key areas of research include international HR management, global careers and intercultural management. Current and ongoing activities address:

- evaluation of international mobility within leading multinationals
- differences between self-initiated and company-sent international assignees
- attractiveness and effects of specific locations on individuals
- managing career capital

Our latest research findings are discussed with senior managers to better inform management practice in leading multinational corporations. Recent work with PricewaterhouseCoopers has looked at the return on investment on international mobility – and has shaped the way that they manage their consultancy business from a mobility perspective.

Our Recruitment Confidence Index is an authoritative indicator of future recruitment activity. It is the only survey of its kind and provides insights on specific labour markets, retention, diversity and online recruitment.

Cranfield also leads a network of over 40 partner business schools, which carries out a global survey that builds factual comparative data on HR practices. Policy makers, organisations and researchers use this data to monitor the increasing 'Europeanisation' of specific HR policies as well as comparing practices across sectors.

Through our applied research, we feed best practice into the curriculum and make certain that it deals with the latest practical international HR management issues that are shaping modern organisations.



Teaching and Learning Methods

We place great emphasis on personal development through a teaching style that sets us apart from our rivals. The programme has been developed to produce practical, proactive international human resource professionals, so our teaching methods are specifically geared toward encouraging participation, self-development and teamworking.

We aim to take your HR management skills to a new level of international competence, and help you understand your own learning style, nurture your practical management skills and develop personally in an environment that brings the best out in you as a business person.

The programme is taught in separate modules. Two-thirds are specifically HR and organisational behaviour based, with the remaining modules covering more general management topics. The programme is designed to be academically rigorous but vocationally relevant – giving you the specialist knowledge and skills you need to be a successful international HR practitioner.

Our teaching methods include a diverse range of stimulating learning experiences, with a huge emphasis placed on real-world challenges.

Modules include a mix of:

- interactive lectures
- participative exercises
- readings on articles and case studies
- sessions hosted by leading industry speakers

We divide participants into learning teams to encourage teamworking and the exchange of ideas and experiences between people of different ages, cultures and backgrounds. This facilitates cross-cultural communication – a vital challenge for all international HR practitioners.

The thesis is your opportunity to undertake a practical and relevant research project; a chance for you to apply the knowledge and skills acquired throughout the programme to a real HR issue or problem in your organisation. Through this practical research, you can add real value to your organisation as part of your own learning and development.

Supportive Learning

Part-time studying offers many advantages to you and your organisation, and we pride ourselves on giving you an unrivalled level of support both when you are here and while you are away from Cranfield. We achieve this by providing:

- a learning team tutor who will offer you advice and guidance on all aspects of your studies
- online library resources – giving you access to journals and publications wherever you are in the world
- an internet-based portal – including online learning resources, email, bulletin boards and discussion groups with your learning team members and tutor

This enables you to concentrate on your career while continuing to maintain the focus and direction of your study when you return to work.



Programme Structure

The MSc in International Human Resource Management is a 2 year part-time programme which begins in February each year. It is built around a series of one-week intensive residential modules, which help you balance work with study.

Year 1 – Core Modules
Strategic International HR Management International Organisational Behaviour Research Methodology Dimensions of Cross-Cultural Understanding Global Business Environment International Employee Relations In-Company Group Project
Year 2 – Core Modules
Marketing Concepts for International HR International Compensation and Benefits Accounting and Finance for International HR Practitioners International HR Management Practice Consulting and Influencing Skills Specialist Regional HR Topics Individual Research Project or Company Based Thesis

Year 1 – Core Modules

Strategic International HR Management

There has been significant new thinking around the strategic aspects of the international HR function and its role in adding competitive advantage to the organisation. This module will help you to appreciate how these developments have affected your function and your ability to deliver the necessary inputs to the running of the organisation. We will explore the key methods for adding value to your organisation and examine the design of agile structures and strategies.

International Organisational Behaviour

The behaviour of organisations, and the people within them, naturally differs. It is necessary for you as a successful international HR practitioner to understand those differences and accommodate them accordingly. This module looks at organisational behaviour concepts from an intercultural perspective and gives you an understanding of how different behaviour and personalities affect employee motivation, leadership styles and communication processes. We will also take you through the success criteria for the composition and management of international, cross-cultural teams.

Research Methodology

In order to fully prepare you for undertaking your thesis, and conducting research in your career following completion of your MSc, you will need to combine an understanding of contemporary management issues with theoretical and practical knowledge of appropriate methodologies for conducting research at this level.

Through an introduction to the basic principles of management research and an analysis of the various techniques involved in research design, you will be equipped to plan and manage complex research projects to the necessary requirement.

We will give you guidance on a number of broad topics, such as:

- principles of research
- the research process
- problem formulation
- data collection
- data analysis
- report writing

On completion you will understand the nature of management research and the breadth of approaches appropriate to this field of study. Your research skills will be developed to a level where you can create rigorous research designs, evaluate different methods of conducting research and use qualitative and quantitative tools and techniques in an international context.

Dimensions of Cross-Cultural Understanding

The issues of leadership, teamworking, negotiation and communication take on a new dimension when you are managing across borders and cultures. Through an experimental working of key cultural framework models we will explore the practical processes for effective intercultural leadership and teamworking as well as cross-cultural negotiation and communication.

You will learn to understand the limitations of your own inter-cultural knowledge and skills – and the means to address them. This will help you manage the unique people-related problems that occur in an international environment. You will learn to operate with appropriate sensitivity and responsiveness in cross-cultural situations, assert viewpoints in a culturally sensitive way and exert influence and persuasion in situations where communication is difficult.

Global Business Environment

Globalisation brings new opportunities and threats to both organisations and individuals. Competing successfully now, and in the global economy of the future, is the challenge facing modern businesses. An understanding of how factors such as capital markets, trade relationships and globalisation impact the strategies of businesses operating across borders is essential to the modern HR practitioner:

This module will build your awareness of factors that drive change in a global economy, impacting both national economies and corporate bodies. You will need to understand these forces, and use your global macroeconomic knowledge to devise effective international resourcing policies.

International Employee Relations

HR management differs between continents, countries and even regions within countries. You need to be fully aware of these differences in areas such as labour markets, education systems, employment laws and trade unions and how they interact with national cultural expectations to create distinctive employment systems.

We will explore the factors behind these differences to help you to critically evaluate the implications of the contextual versus the universalist paradigm for current international HR management practice. You will study workplace organisation and employment relations processes in the EU, the USA, Japan and South East Asia and will learn to assess how changes in employee management and development in one country might impact on operations in others. Your ability to organise people to meet local, national and international HR needs will also be further developed.

In-Company Group Project

The group project gives you the opportunity to use your skills and teamworking ability to research, report and present on an HR issue or problem in a real organisation. The project is divided into two parts:

- a group presentation of research findings to the other students and faculty members
- a written group report of the research process and results

This will enable you to apply analytical techniques in a practical context, use HR tools to draw inferences from your analysis, develop critical appraisal ability and sharpen your presentation skills.

Year 2 – Core Modules

Marketing Concepts for the International HR Function

Marketing concepts are increasingly being used in an international HR context and this module will give you a broad understanding and analysis of where and when they should be applied. You will be introduced to the concepts of:

- organisational image from a global perspective
- employer branding
- employee value propositions
- internal marketing of the global HR function

You will be able to identify the internal and external factors that affect organisational image from an international viewpoint and devise an effective employer branding strategy. You will understand the key factors behind the development of a global marketing strategy for the HR function and be able to create employee value propositions that are tailored to the needs of a diverse workforce.

International Compensation and Benefits

Determining award structures across national borders and creating the right reward systems to enhance global mobility are key success factors for you as an international HR practitioner. Two areas of reward are analysed in this module – strategic reward management within international organisations and trends in compensation and benefits for international assignees.

This detailed analysis will enable you to understand and explain factors that influence national reward systems as well as determining which reward systems should remain local and which should be standardised across countries. You will be able to assess the pros and cons of creating global financial involvement schemes and understand the key components of local, trans-national and expatriate payment and benefit schemes.

Accounting and Finance for HR Practitioners

Organisations need international HR professionals to possess a solid grounding in the principles of other basic management skills. This module will provide you with the means to understand and interpret your organisation's international financial strategy. Important financial aspects are covered such as international accounting standards, financial ratio analysis, measuring profit or loss across countries and cash flow forecasts.

You will be able to recognise the effect of decisions, transactions and events on the financial performance of your organisation and interpret published financial statements intelligently. Your international HR decisions will be made easier through the use of management accounting information and you will be able to recognise the limitations of using that information.

International HR Management Practice

The challenge for an international HR manager is having to implement practices that meet the demand for global integration while maintaining the necessary local flexibility. Your resourcing, rewarding and development strategies have to be adapted when working in a cross-border environment. This module will guide you through appropriate designs for international career, management training and recruitment. You will also understand the essential components of employee development, reward management, performance management and communication in an international context as well as being able to develop a strategic approach to managing the expatriate cycle.

Consulting and Influencing Skills

Developing your effectiveness in consulting and influencing requires you understand your own competencies as well as your relationship skills with other team members.

You will become a more effective international consultant through personal reflection on your own abilities and through developing an understanding of the relevant tools and techniques that aid successful consulting in a multi-cultural environment. You will be aware of the different consultancy mindsets within an international context and be informed in the specific styles and forms of consultancy relevant to the international HR strategist.

Specialist Regional Human Resources Topics

HR policy has evolved in distinctly different ways in different regions of the world. It naturally falls upon international HR managers to understand those variances in order to devise an effective HR strategy. Through a study of the business environment and related socio-economic factors in areas such as Europe, North America, Japan, South East Asia, Africa and South America you can put those differences into context from a broad international perspective. The regional strategies of multinational organisations and how they differ from local strategies are also covered.

This will help you to formulate international HR strategies for an organisation operating within specific regions, and be able to provide up-to-date comment on how regional factors will impact upon the worldwide business operation. You will also develop a full understanding of regional employment law, employee relations and other specific HR systems.

Thesis

The thesis project provides you with an opportunity to further investigate an area of particular interest to you and your organisation, and to develop an international HR specialist's capacity to carry out research combining organisational and academic perspectives.

In the Research Methodology module you will have covered a number of important topics which will fully prepare you for undertaking complex research projects.

This is your chance to apply skills acquired throughout the programme to your own area of interest or specific problems or issues associated with your own situation.

You will work closely with your thesis supervisor, who will provide expert guidance, advice and insights into leading-edge thinking in your subject area. They will offer unrivalled support throughout the entire project, from the planning stage through to delivery – both whilst you are here and when you return to work.

The MSc at Cranfield provides an opportunity not only to gain strategic insights into the HR global function but also to develop broader business acumen. The high-quality teaching and faculty, in addition to its practical modular structure makes it a very smart choice for anyone looking to further their executive education within a top management school.

Anamaria Mulcahy
Senior Associate, Korn Ferry International

How your Organisation Benefits

Studying part-time at Cranfield offers significant benefits to you and your employer. The course has been designed by leading authorities in HR and management to address the challenges and issues that HR practitioners face when managing people across borders and cultures. The knowledge you gain will bring new vigour to your HR department and significantly improve the way your organisation manages people.

Teaching and learning is specifically geared towards encouraging individuals to apply theory to their individual situation. Throughout the programme you will have gained valuable experience, skills and knowledge that will enhance your company's operation.

Each time you return to work, you will have gained practical ability that you can start applying to your organisation immediately. You will have a far greater understanding of how to move your HR function forward and have the skills and confidence to implement change.

Your employer will appreciate this contribution within the workplace, while you build your expertise and value both as a manager and as a member of the HR function.

Your thesis and group project are carried out within your own company or on a related theme of your choosing. This is your chance to focus on particular problems or issues in your own situation and deliver significant advantage to your organisation.

You will work closely with your thesis supervisor, who will provide expert guidance, advice and insights into leading-edge thinking and practice in your subject area. They will offer unrivalled support throughout the entire project, both whilst you are here and when you return to work. On completion of your thesis, your organisation will receive a written report on the findings, including recommendations based on sound research.

Examples of the valuable research that previous students have contributed to their organisations include:

- intercultural competence skills essential in managing multi-cultural teams
- how compensation and reward policies influence the motivation of employees to accept overseas assignments
- organisational transformation – reasons for failure and success
- intercultural training design in US and European multinationals
- identifying the barriers for women managers to advance to executive level positions

These projects have supported and informed strategic HR management decisions and strategy. They have influenced change and significantly contributed to successful HR practice and management of people across international borders.

The unique opportunity to exchange ideas, network and study alongside other senior HR managers, leading industry and academic experts, from such diverse backgrounds has proven an invaluable learning experience.

The MSc course at Cranfield fitted into work perfectly. The modular structure meant that I could focus all of my attention on the subject matter rather than being continually distracted by work. As a residential course it provides a great opportunity to discuss things with colleagues after hours in a more relaxed environment.

Exploring HR from an international perspective really raises the Cranfield course above other masters degrees – particularly for someone who works in a global organisation. I have learnt so much both personally and professionally, had some great insight into how other organisations work outside of the UK, and also had the wonderful benefit of meeting and learning with some very talented HR practitioners.

Lynne Smith
Vice President – Human Resources – EMEA
Moody's Investors Service Ltd



Join our international network of highly influential alumni

Graduates of Cranfield form a very high profile network of international business people. Joining that network opens up some significant opportunities for you, including networking events, lifelong learning, career management and the chance to mix with influential industry leaders.

The Cranfield Management Association (CMA) has been established for over 30 years. It is run by the alumni for the benefit of the school, the alumni and its members, boasting a 10,000 strong network of people from a diverse range of industries embracing 115 countries worldwide.

As a student you will automatically become a CMA member for the duration of your programme, offering you the opportunity to take advantage of some significant benefits:

Networking Opportunities

This is a network of highly influential movers and shakers in international business. They value the time they spent at Cranfield and are happy to advise other graduates on career paths, key industries and employers.

Every year we host a range of events, offering professional networking opportunities for current and former students to meet, discuss ideas and share experiences.

Lifelong Learning

We believe continuous learning and development are important benefits to studying here. To keep your knowledge and thinking fresh and up-to-date, we provide a range of learning opportunities to support you in your life after Cranfield:

- speaker events
- innovative short courses
- management knowledge seminars
- coaching courses
- executive education

Career Management

The CMA can also help you make the right career choices. Whether you are seeking your first role after graduation, or making a career move later in life, there are numerous resources here to help, both in advisory and information form.

As a Cranfield graduate we welcome you to continue your membership of the CMA and benefit from the wealth of resources and opportunities for the rest of your career.

The most rewarding aspect of the course has been the opportunity to study alongside a diverse range of HR managers from different industries with experience in Africa, South America, Europe, the Middle East and a number of British cultures – a great opportunity to learn from others and share my own experiences.

The modular design of the programme has allowed me to immediately put into practice what I have learned.

Bola Olajomi-Obtubu
Performance and Reward Manager, Virgin Nigeria Airways

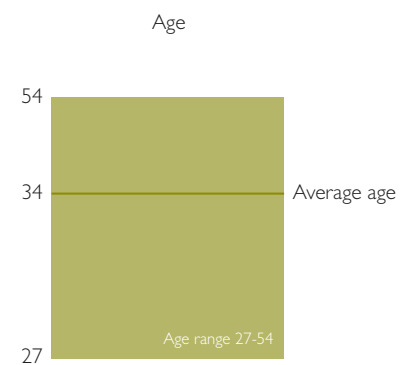
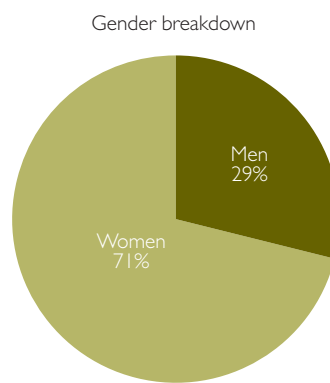
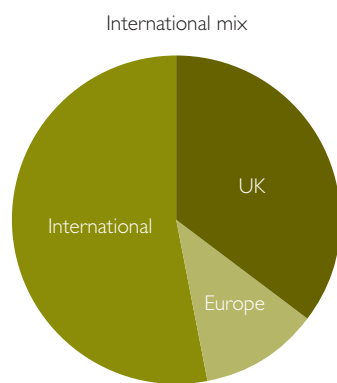
Diverse Environment

As an international management school we attract students from around the world – we place great emphasis on facilitating a diverse learning environment.

This is driven through the importance we place on group working and cross-cultural communication – encouraging the exchange of ideas and opinions between people of different ages, cultures, nationalities and backgrounds.

Through embracing diversity and respecting the unique perspective and contribution of each person, you will further appreciate how cultural factors influence both the successful management of people across borders and international business operations.

Studying alongside experienced professionals from a range of backgrounds significantly contributes to the stimulating and challenging learning experience that Cranfield offers, enhancing your capabilities through an improved understanding and appreciation of the experiences of others.



Figures are based on student intake for 2007.

This MSc has been a rewarding and stimulating experience. Working with well-educated team-mates from different parts of the world has been extremely beneficial. The programme leverages this interaction, resulting in cross-cultural working conditions – vital for success when operating within the international business environment.

Alla Mozhzhherina
HR Director, Russia & CIS, Dirol Cadbury LLC – a member of Cadbury Schweppes Group plc

Making your Application

Our dedicated admissions team is here to help you achieve your professional goals and support you through the application process. If you have any questions about the course, or studying at Cranfield, please contact:

Penny Mingay on +44 (0)1234 754368 or at mscihrm@cranfieldmsc.ac.uk



Hilary Browne, Penny Mingay and Ginny Appleton

Find out More

To gain a real feel for studying at Cranfield please come and visit us. We host a number of open days throughout the year – a great opportunity to visit, meet our faculty, students and staff. If you can't make it to one of our planned open days please contact us as we are happy to arrange a separate visit at a time that suits you.

Entry Requirements

We welcome applications from talented candidates of all backgrounds. We consider your qualifications, work experience and test scores on an individual basis. Usually candidates must:

1. Hold a relevant, recognised qualification, either:
 - a 1st or 2nd class UK Honours Degree (or equivalent Bachelors Degree) and have 2 years' relevant work experience

- or a Diploma from Chartered Institute of Personnel and Development and have 5 years' relevant work experience
- or an alternative professional qualification and 7 years' relevant work experience.

2. Have a good standard of English. The participative nature of the programme demands a high oral ability and written work needs a strong business vocabulary.

If English is not your first language, you must take the Test of English as a Foreign Language (TOEFL). A minimum score of 92 internet test, 237 computer test or 580 paper test is required. The ETS DI Code for TOEFL is 0822. Alternatively, you can take the International English Language Testing System (IELTS) – band 6.5 is required.

Please note: If you have studied in English at higher education level, you may not be required to undertake an English test.

How to Apply

To complete your application form on-line please visit: www.cranfieldmsc.biz/ihrm or download the Word file and return it by email or post to the address below. Please contact us if you would prefer to complete a paper application form.

We do not have a formal deadline for the receipt of applications, however; to secure your place on the course and in accommodation, it is advisable to apply as early as possible as places are limited.

Please send your completed application to:

Admissions Office – Registry
Cranfield University
Cranfield, Bedford
England MK43 0AL
United Kingdom
Fax: +44 (0)1234 752462
Email: registry@cranfield.ac.uk

We look forward to receiving your application and welcoming you to Cranfield.

Cranfield School of Management has a world-class reputation for high quality inspirational teaching, rigorous research and strong links with business and industry.

We place great emphasis on personal development and practical knowledge which makes a genuine difference in today's workplace.

Our Specialist Masters portfolio includes:

- Logistics and Supply Chain Management
- Finance and Management
- Strategic Marketing
- International Human Resource Management
- Managing Organisational Performance
- Programme and Project Management
- Leading Learning and Change

We also have leading MBA, PhD and Executive Doctorate (DBA) programmes and are one of the world's largest providers of open and customised executive programmes.

To find out more visit www.cranfield.ac.uk/som

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