



**I SEMESTER (2015- 16)**  
**Course Handout (Part-II)**

**Date: 12/01/2016**

In addition to part I (General Handout for all courses appended to the time table) this portion gives specific details regarding the course.

**Course No. : MBA G555**

**Course Title : International Human Resource Management**

**Instructor In-charge : JAYASHREE MAHESH**

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**1. Scope and Objectives of the course:**

This course reinforces and builds upon the knowledge gained through the core courses on *Organizational Behavior* and *Human Resource Management* and gives the student an in-depth understanding of the management of human resources in an international setting. The course would explore the complexities of International HRM from a cultural as well as an institutional perspective thereby distinguishing international HR from domestic HR practices. The purpose of the course is to make students understand the basic problems inherent in IHRM to either prepare them for further work and research in the field of IHRM or give them a clear understanding of the international HRM strategy and practices they need to adapt in order to be successful in international organizations.

**2. Course Description :**

The course will focus on three broad themes of IHRM namely cross cultural management, HRM in a multinational context and comparative HR from an Indian perspective. The course will aim :

- (i) to help understand the dimensions of culture and impact of national culture on communication, motivation and managing global teams
- (ii) to provide an understanding of the main systems of IHRM and the impact of institutions in designing HR policies and practices related in different countries and to provide an overview of the dimensions related to international career, managing expatriation, international recruitment, selection, training and development, performance appraisal and compensation
- (iii) to provide an overview of traditional and contemporary HRM in India and the extent of global embeddedness of management practices in India

**3. Learning Outcomes:**

By the end of the course the students are expected to:

- (i) develop their cultural intelligence through study, exercises and discussions
- (ii) understand the diversity of HRM in an international context and the impact of national institutions and systems in designing effective HR practices and policies.
- (iii) estimate the similarities, differences and the extent of convergence, divergence and crossvergence in Indian HRM

**4. Textbook**

**T1.** Dowling Peter J., Festing, M., Engle, A.D., 2012. **International Human Resource Management: Managing People in a Multinational Context.** Fifth Edition. New Delhi: Cengage Learning Pvt..Ltd.

## 5. Reference Books

- R1.** Shobhana Madhavan. 2012. **Cross Cultural Management - Concept and Cases**. Second Edition. New Delhi: Oxford University Press,.
- R2.** Aswathappa K & Dash S. 2008. **International Human Resource Management: Text and Cases**. First Edition. New Delhi: Tata McGraw Hill Companies
- R3.** Edwards, T & Rees, C. 2007. **International Human Resource Management: Globalization, National Systems and Multinational Companies**. New Delhi: Pearson Education Ltd.

## 6. Course Plan:

Lec. No.	Title of Chapter	Learning objectives	Textbook Reference
MODULE 1			
1-3	Introduction to Cross Cultural Management	Meaning of Culture, the critical role of culture in management, the international business environment	R1 Ch 1
4-7	Dimensions of Culture	Dimensions of culture, Edward Hall Model, Hofstede model, Kluckhohn & Strodtbeck Model, Trompenaars Dimensions, GLOBE Project	R1 Ch 2
8-10	Communicating across Cultures	Language and culture, nonverbal communication and culture, presentation and greeting etiquette across cultures	R1 Ch 3
11-12	Motivation and Leadership across Cultures	Cultural Influences on Motivation, Cultural theories on motivation, leadership theories in different cultures	R1 Ch 6
13-14	Managing Global Teams	Differences between traditional and global teams, challenges created by cultural differences, impact of culture on group development, fit between teamwork and national culture	R1 Ch 7
**ASSIGNMENT ON MODULE 1			
MODULE 2			
15	Introduction to IHRM	Definition, differences between HRM and IHRM , key variables of IHRM, Strategic view of IHRM	T1 Ch 1
16-17	The Organizational Context	Path to global status , control mechanisms and mode of operation	T1 Ch 2
18-19	The context of cross border alliances and SMEs	Introduction, cross border mergers and acquisitions, international joint ventures	T1 Ch 3
20-23	Staffing International Operations	Approaches in staffing and selection, roles of expatriates and inpatriates, factors influencing and moderating selection criteria	T1 Ch 4 & 5
24-25	International Training and Development	Role of expatriate training, components, effectiveness of pre departure training, trends in international training and development	T1 Ch 6
26-27	International Compensation	Objectives, components and approaches to international compensation	T1 Ch 7
28-29	Re- entry and Career Issues	Repatriation process, individual and multinational responses to repatriation, designing a repatriation program	T1 Ch 8

30	IHRM in the host country context	Factors driving standardization and localization and localization, managing HR in offshoring countries	T1 Ch 9
31-32	Performance Management	Multinational performance Management, performance management and appraisal of international employees	T1 Ch 11
33	IHRM trends: complexity, challenges and future choices	Research issues and theoretical developments in IHRM	T1 Ch 12
MODULE 3			
34 -38	HRM in India	Overview of HRM in India, Traditional Vs Contemporary HRM in India, Extent of global embeddedness of HR practices in Indian organizations	Class Notes

## 7. Pedagogy

The pedagogy will comprise of Case Studies, Presentations, Role Play, Videos, In basket Exercises, Assignments along with lecture and discussion. This will be supplemented by compulsory reading of articles.

### Evaluation Scheme:

EC No.	Evaluation Component (EC)	Duration	Weightage (%)	Date & Time	Nature of the Component
1	Mid semester Examination	90 min	30	18/3 4:00- 5:30 PM	Closed Book
2	Assignment & Case Studies		10		
3	Class Room Exercises and Presentations		10		
4	Semester Project		15		
5	Comprehensive Examination	3 Hours	35	13/5 AN	Partly Open Book

**Chamber Consultation Hour:** To be announced in the class.

- **Course Notices:** All the notices concerning the course will be put up on Department of Management Notice Board.
- **Mid semester grading/ marks** will be announced after Mid- Sem.
- **Makeup** will be given only on genuine grounds. For that prior written permission is mandatory.
- Highest level of **Intellectual integrity** is expected of students while they work on term papers/projects in terms of giving proper acknowledgement and **avoiding plagiarism**. Students are also expected to submit their assignments on time failing which these may not be evaluated

Instructor In- charge



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