

# **GUJARAT TECHNOLOGICAL UNIVERSITY**

## **MASTER OF BUSINESS ADMINISTRATION (Global Program)**

**Year – II (Semester – III) (W.E.F. January 2014)**

**Specialization: International Business**

**Subject Name: International Human Resource Management (SM)**

**Subject Code: 2830503**

### **1. Course Objective:**

- This course presents detailed coverage of the issues related to International Human Resource Management.
- This course is designed for the students who would be specializing in Human Resource Management.
- This course will help the students understand the dynamics of human resource management in the global context and manage human resource effectively.

### **2. Course Duration:**

- The course duration is of 36 sessions of 75 minutes each.

### **3. Course Contents:**

| <b>Module No:</b> | <b>Module Content</b>                                                                                                                                                                                                                                                                                                                                                                    | <b>No. of Sessions</b> | <b>70 Marks (External Evaluation)</b> |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------------------|
| I                 | Defining international HRM, Difference between domestic and International HRM, The enduring context of IHRM, The path to global status, Control Mechanisms, Mode of operation, Approaches to staffing, Transferring staff for International business activities, The role of an expatriates, The role of non-expatriates, The role of the corporate HR functions                         | 7                      | 17                                    |
| II                | Recruiting and selecting staff for International assignments- Introduction, Issues in staff selection, factors moderating performance, selection criteria, Dual career couples, training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments, Compensation: Objectives of International | 7                      | 17                                    |

|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |   |                                       |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------|
|     | compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity, Re-entry and Career issues: Introduction, Therepatriation process, Individual reactions to re-entry,Multinational responses, designing a repatriation program                                                                                                                                                            |   |                                       |
| III | Global issues in HRM: HRM in the host country context, Introduction, Standardization and adaptation of work practicesRetaining, developing and retrenching staff HR implications of language, standardization, monitoring the HR practices of host country sub contactors                                                                                                                                                                                         | 8 | 18                                    |
| IV  | Industrial Relations: Introduction, Key issues in International Industrial relations, The response of trade unions to multinationals, Regional integration: the European Union(EU), The issues of social dumping, The impact of the digital economy, Performance Management: Introduction, Multinational performance management, performance management of International employees, performance appraisal of International employees, Performance of HCNEmployees | 8 | 18                                    |
| V   | <b>Practical:</b> Student should study at least 4 to 5 Cases and/or pick up one of the above areas of study as applied in one Company / SME and make a Public Presentation the class in presence of preferably a <b>InternationalHR / Recruitment Manager / Consultant in IT / ERP / SAP / Analytics / Import / Export / Multinational business.</b>                                                                                                              | 8 | Internal Evaluation (20 Marks of CEC) |

#### 4. Teaching Method:

- Discussions on concepts and issues of International Human Resource Management.
- Case discussion.
- Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

|          |                                                         |                                                  |
|----------|---------------------------------------------------------|--------------------------------------------------|
| <b>A</b> | Projects/ Assignments/ Quizzes/ Class participation etc | Weightage 50%<br>(Internal Assessment- 50 Marks) |
| <b>B</b> | Mid-Semester examination                                | Weightage 30 %<br>(Internal Assessment-30 Marks) |
| <b>C</b> | End –Semester Examination                               | Weightage 70%<br>(External Assessment-70 Marks)  |

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

#### 6. Basic Text Books:

| <b>Sr. No.</b> | <b>Author</b>                  | <b>Name of the Book</b>                                  | <b>Publisher</b>  | <b>Year of Publication</b> |
|----------------|--------------------------------|----------------------------------------------------------|-------------------|----------------------------|
| <b>T1</b>      | Peter Dowling and Denice Welch | International Human Resource Management                  | Cengage Learning  | Latest Edition             |
| <b>T2</b>      | Tony Edwards                   | International Human Resource Management                  | Pearson Education | Latest Edition             |
| <b>T3</b>      | P. L. Rao                      | International Human Resource Management – Text and Cases | Excel Books       | Latest Edition             |

## 7. Reference Books:

| <b>Sr.No.</b> | <b>Author</b>                                              | <b>Name of the book</b>                                                           | <b>Publisher</b> | <b>Edition &amp; Year of Publication</b> |
|---------------|------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------|------------------------------------------|
| R1            | M.NRudrabasavaraj                                          | Global Human Growth Model                                                         | Himalaya         | Latest Edition                           |
| R2            | Terence Jackson                                            | International Human Resource Management a Cross-Cultural approach                 | SAGE             | Latest Edition                           |
| R3            | Betty Jane Punnett                                         | International Prespectives onOrganizational Behavior andHuman Resource Management | PHI              | Latest Edition                           |
| R4            | MonirTayeb                                                 | International Human Resource Management                                           | Oxford           | Latest Edition                           |
| R5            | P. SubbaRao                                                | International Human Resource Management                                           | Himalaya         | Latest Edition                           |
| R6            | Pritam Singh, Sabir                                        | Organizing and Managing in                                                        | INSAGE           | Latest Edition                           |
| R7            | Brewster, Chris & Sparrow, Paul                            | International Human Resource Management                                           | University Press | Latest Edition                           |
| R8            | Paul Evans, Vladimir Pucik, Paul Evans, and Vladimir Pucik | The Global Challenge: Frameworks for International Human Resource Management      | McGraw Hill      | 2nd Edition                              |
| R9            | Randall S. Schuler, Dennis R. Briscoe, and Lisbeth Claus   | International Human Resource Management (Global HRM)                              | T & F Books      | Latest Edition                           |

## 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of International Human Resource Management.

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session Plan:

| Session No. | Topics                                                                                                                                                                                                                                                                                                                                                |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1-2         | Defining international HRM, Difference between domestic and International HRM                                                                                                                                                                                                                                                                         |
| 3-4         | The enduring context of IHRM, The path to global status, Control Mechanisms, Mode of operation                                                                                                                                                                                                                                                        |
| 5-6         | Approaches to staffing, Transferring staff for International business activities, The role of an expatriates, The role of non-expatriates, The role of the corporate HR functions                                                                                                                                                                     |
| 7-8         | Recruiting and selecting staff for International assignments- Introduction, Issues in staff selection, factors moderating performance, selection criteria, Dual career couples                                                                                                                                                                        |
| 9-10        | Training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments                                                                                                                                                                                         |
| 11-12       | Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity                                                                                                                                                                     |
| 13-15       | Re-entry and Career issues: Introduction, The repatriation process, Individual reactions to re-entry, Multinational responses, designing a repatriation program                                                                                                                                                                                       |
| 16-19       | Global issues in HRM: HRM in the host country context, Introduction, Standardization and adaptation of work practices, Retaining, developing and retrenching staff,                                                                                                                                                                                   |
| 20-22       | HR implications of language standardization, monitoring the HR practices of host country sub contractors                                                                                                                                                                                                                                              |
| 23-25       | Industrial Relations: Introduction, Key issues in International Industrial relations, The response of trade unions to multinationals, Regional integration: the European Union (EU)                                                                                                                                                                   |
| 26-28       | The issues of social dumping, The impact of the digital economy<br>Performance Management: Introduction, Multinational performance management, performance management of International employees, performance appraisal of International employees, Performance of HCN employees                                                                      |
| 29-36       | <b>Practical:</b> Student should study at least 4 to 5 Cases and/or pick up one of the above areas of study as applied in one Company / SME and make a Public Presentation the class in presence of preferably a <b>International HR / Recruitment Manager / Consultant in IT / ERP / SAP / Analytics / Import / Export / Multinational business.</b> |