



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**Syllabus for Master of Business Administration (Part-Time), 5<sup>th</sup> Semester**  
**Functional Area Specialization: International Business Management**  
**Subject Name: International Human Resource Management (IHRM)**  
**Subject Code: 4559941**

With effective  
from academic  
year 2018-19

**1. Learning Outcomes:**

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"><li>• Understand issues, opportunities and challenges in international HRM.</li><li>• Demonstrate an understanding of the strategic and functional roles of HRM in the international context.</li></ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"><li>• Develop skills in diagnosing international HRM issues critically and analytically, and evaluating alternative approaches.</li></ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"><li>• Understand external forces which have the potential to shape international HRM.</li><li>• Develop competence for dealing with cross cultural situations.</li></ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"><li>• Recognize and value social considerations and ensure an ethical way of managing international HRM.</li></ul>
Effective Communication (EC)	<ul style="list-style-type: none"><li>• Develop skills to effectively communicate HR policies and practices to all stakeholders.</li></ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"><li>• Illustrate people management skills and skills to allocate tasks to multi-cultural teams for achieving a common goal.</li></ul>

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3. Course Contents:**

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<b>Defining international HRM:</b> <ul style="list-style-type: none"><li>• Difference between domestic and International HRM</li><li>• The enduring context of IHRM</li><li>• The path to global status</li><li>• Control Mechanisms</li><li>• Mode of operation</li><li>• Approaches to staffing</li><li>• Transferring staff for International business activities</li><li>• The role of an expatriates, The role of non-expatriates</li><li>• The role of the corporate HR functions</li></ul>	10	18
II	<b>Recruiting and selecting staff for International assignments:</b> <ul style="list-style-type: none"><li>• Introduction</li><li>• Issues in staff selection</li><li>• Factors moderating performance</li><li>• Selection criteria</li><li>• Dual career couples</li></ul>	10	18



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	<p><b>Training and Development:</b></p> <ul style="list-style-type: none"> <li>• The role of expatriate training</li> <li>• Components of effective pre-departure training</li> <li>• Developing staff through international assignments</li> </ul> <p><b>Compensation:</b></p> <ul style="list-style-type: none"> <li>• Objectives of International compensation</li> <li>• Key components of an international compensation program</li> <li>• Approaches to International compensation</li> <li>• Patterns in complexity</li> </ul> <p><b>Re-entry and Career issues:</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• The repatriation process</li> <li>• Individual reactions to re-entry</li> <li>• Multinational responses</li> <li>• Designing a repatriation program</li> </ul>		
III	<p><b>Global issues in HRM:</b>          HRM in the host country context, Introduction, Standardization and adaptation of work practices Retaining, developing and retrenching staff HR implications of language, standardization, monitoring the HR practices of host country sub contactors</p>	10	17
IV	<p><b>Industrial Relations:</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Key issues in International Industrial relations</li> <li>• The response of trade unions to multinationals</li> </ul> <p><b>Regional integration:</b></p> <ul style="list-style-type: none"> <li>• The European Union(EU)</li> <li>• The issues of social dumping</li> <li>• The impact of the digital economy</li> </ul> <p><b>Performance Management:</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Multinational performance management</li> <li>• Performance management of International employees</li> <li>• Performance appraisal of International employees</li> <li>• Performance of HCN employees</li> </ul>	10	17
V	<p><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></p>	---	(30 marks CEC)



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**4. Pedagogy:**

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

**5. Evaluation:**

Students shall be evaluated on the following components:

<b>A</b>	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
<b>B</b>	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>

**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Peter J. Dowling, Marion Festing, Allen D. Engle	International Human Resource Management	Cengage	2017 / 7 <sup>th</sup>
2	Tony Edwards, Chris Rees	International Human Resource Management	Pearson	2016 / 3 <sup>rd</sup>
3	P. L. Rao	International Human Resource Management – Text and Cases	Excel	2012 / 1 <sup>st</sup>
4	Betty Jane Punnett	International Perspectives On Organizational Behaviour	Routledge	2018 / 4 <sup>th</sup>
5	Monir Tayeb	International Human Resource Management	Oxford	2005
6	P. SubbaRao	International Human Resource Management	Himalaya	2011
7	Christopher Brewster, Elizabeth Houldsworth, Paul Sparrow, Guy Vernon	International Human Resource Management	Kogan Page	2016 / 4 <sup>th</sup>
8	Paul Evans, Vladimir Pucik, Paul Evans, and Vladimir Pucik	The Global Challenge: Frameworks for International Human Resource Management	McGraw Hill	Latest



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9	Randall S. Schuler, Dennis R. Briscoe, and Lisbeth Claus	International Human Resource Management	Routledge	2015 / 5 <sup>th</sup>
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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.

**7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.**

1. Journal of International Human Resource Management
2. Human Resource Management Review
3. The International Journal of Human Resource Management
4. International Journal of Marketing and Human Resource Management
5. Human Resource Journal
6. National HRD Network – Newsletter
7. Human Capital - Magazine
8. <http://www.academia.edu/Documents/in/IHRM>