



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB03092141

Course / Subject Name : International HRM

w. e. f. Academic Year:	2025-26
Semester:	3
Category of the Course:	Interdisciplinary Elective (Minor 1)

Prerequisite:	Any Graduate
Rationale:	International Human Resource Management (IHRM) plays a vital role in managing people across borders in today's globalized economy. As businesses expand internationally, they face unique HR challenges related to cultural diversity, expatriation, global staffing, compensation, and performance management. This subject helps students understand the strategic importance of HRM in multinational contexts and equips them with tools to address cross-cultural differences, legal complexities, and ethical issues. By mastering IHRM, students can contribute to building globally competent teams, ensuring smooth international assignments, and enhancing organizational effectiveness in diverse environments. It also supports the development of HR strategies aligned with international business objectives.

Course Outcome:

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
01	Define key concepts and differences between domestic and international HRM, and identify strategic issues, challenges, and opportunities in managing global human resources.	Remember
02	Explain cross-cultural HRM concepts, expatriation, repatriation, and compensation strategies, and illustrate their importance in international assignments.	Understand
03	Apply appropriate staffing approaches, job evaluation techniques, and training models for effective international HR practices and expatriate development.	Apply
04	Analyze international HR scenarios to assess the impact of external factors such as market conditions, legal frameworks, and cultural diversity on global HR strategies.	Analyse
05	Evaluate global HRM practices in terms of ethics, performance management, and their alignment with organizational strategy and cross-cultural team effectiveness.	Evaluate

*Revised Bloom's Taxonomy (RBT)



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Teaching and Examination Scheme:

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks				Total Marks
L	T	PR		C	Theory		Tutorial / Practical	
			ESE (E)		PA / CA (M)	PA/CA (I)	ESE (V)	
3	0	0	3	70	30	50	0	150

Course Content:

Unit No.	Content	No. of Hours	% of Weightage
1.	<p>Defining international HRM:</p> <ul style="list-style-type: none"> • 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 	10	25
2.	<p>Recruiting and selecting staff for International assignments:</p> <ul style="list-style-type: none"> • Introduction • Issues in staff selection • Factors moderating performance • Selection criteria • Dual career couples <p>Training and Development:</p> <ul style="list-style-type: none"> • The role of expatriate training • Components of effective pre-departure training • Developing staff through international assignments <p>Compensation:</p> <ul style="list-style-type: none"> • Objectives of International compensation • Key components of an international compensation program • Approaches to International compensation • Patterns in complexity 	15	25



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	Re-entry and Career issues: <ul style="list-style-type: none"> • Introduction • The repatriation process • Individual reactions to re-entry • Multinational responses • Designing a repatriation program 		
3.	Global issues in HRM: 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.	10	25
4.	Industrial Relations: <ul style="list-style-type: none"> • Introduction • Key issues in International Industrial relations • The response of trade unions to multinationals Regional integration: <ul style="list-style-type: none"> • The European Union(EU) • The issues of social dumping • The impact of the digital economy Performance Management: <ul style="list-style-type: none"> • Introduction • Multinational performance management • Performance management of International employees • Performance appraisal of International employees • Performance of HCN employees 	10	25
5	Practical: 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 International HR / Recruitment Manager / Consultant in IT / ERP / SAP / Analytics / Import / Export / Multinational business.	--	--
Total		45	100

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
20	20	20	20	20	-

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)



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Suggested Case Study: Appropriate cases from book can be taught in classroom.

References/Suggested Learning Resources:

(a) Books:

1. International Human Resource Management by Peter J. Dowling, Marion Festing, Allen D. Engle, 7th Edition, Cengage, 2017.
2. International Human Resource Management by Tony Edwards, Chris Rees, 3rd Edition, Pearson, 2016.
3. International Human Resource Management – Text and Cases by P. L. Rao, 1st Edition, Excel, 2012.
4. International Perspectives on Organizational Behaviour by Betty Jane Punnett, 4th Edition, Routledge, 2018.
5. International Human Resource Management by Monir Tayeb, Oxford University Press, 2005.
6. International Human Resource Management by P. Subba Rao, Himalaya Publishing House, 2011.
7. International Human Resource Management by Christopher Brewster, Elizabeth Houldsworth, Paul Sparrow, Guy Vernon, 4th Edition, Kogan Page, 2016.
8. The Global Challenge: Frameworks for International Human Resource Management by Paul Evans, Vladimir Pucik, Latest Edition, McGraw Hill.
9. International Human Resource Management by Randall S. Schuler, Dennis R. Briscoe, Lisbeth Claus, 5th Edition, Routledge, 2015.

(b) Open source software and website:

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>

CO- PO Mapping:

Semester 3	Course Name : International HRM				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	1
CO2	1	2	1	3	2
CO3	3	3	3	3	2
CO4	2	3	3	3	1
CO5	1	3	3	3	1

Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.
