

| INTERNATIONAL HUMAN RESOURCES MANAGEMENT | | | |
|---|------------|----------------|----|
| Course Code | 20MBAHR403 | CIE Marks | 40 |
| Teaching Hours/Week (L:T:P) | 3:0:0 | SEE Marks | 60 |
| Credits | 03 | Exam Hours | 03 |
| Course Objectives | | | |
| 1. The student will be able to describe and Identify the application of IHRM in managing and developing an Organisation 2. The student will be able to describe and explain in her/his own words, the relevance and importance of IHRM in managing and developing an Organisation 3. The student will be able to apply and solve the workplace problems involving International issues 4. The student will be able to classify and categorise different Laws related to IHRM 5. The student will be able to create and reconstruct HRM System to be adopted in the Organisation related to International employees 6. The student will be able to appraise and judge the practical applicability of various strategy and approaches in managing International Organisation | | | |
| Module-1 Introduction | | 7 hours | |
| Meaning and Definition IHRM: Evolution, Challenges, Objectives, IHRM Versus Single Nation-centric HRM IHRM: Approaches Emergence of Global HR Manager IHRM; Culture and Cross-Cultural Management- Introduction, Studies on culture in management Positivist views: 'Culture and values' Interpretive views: 'Culture and meanings' Critical views: 'Culture and power'; Comparative Human Resource Management - Globalisation and HRM, The importance of context, Differences in HRM practice; Approaches to International Human Resource Management - Review of IHRM approaches, The concept of HRM, Are IHRM models applicable to other contexts? What factors affect HRM approaches internationally? What are the implications of change for IHRM approaches? | | | |
| Module -2 IHRM Policies and Practices - Part A | | 7 hours | |
| Managing Knowledge in Multinational Firms: Introduction, Different types of knowledge, Factors influencing knowledge sharing How to stimulate knowledge sharing Gaining access to external knowledge, Knowledge retention From the management of knowledge to innovation Training and Development: Developing Global Leaders and Expatriates Training and Development: Domestic Versus International Organisations International Training Management: Basic Concepts and Models Leadership Training and Development in International Organisations Technology in International Training Management. | | | |
| Module -3 IHRM Policies and Practices - Part B | | 7 hours | |
| Global Performance Management Introduction, Key components of PMSs Factors affecting PMSs Culture and PMSs, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA, PMS for expatriates Total Rewards in the International Context Recap: differentiating between PCNs, TCNs and HCNs Introduction: the current state of total rewards Complexities faced by IHR managers, International total rewards objectives for the MNC Newer forms of international assignments, Key components of global total rewards programs. Approaches to international compensation Repatriation issues, International trends in global total rewards. | | | |
| Module -4 International Assignments And Employment Practices | | 5 hours | |
| Introduction Staffing policies, Motives for international transfers, Alternative forms of international assignments. The international assignment process Dimensions of international assignment success Multinational Companies and the Host Country Environment Introduction, Varieties of host country environments, Sustainability of divergent, employment arrangements Understanding how MNCs act in diverse host country, environments Host country effects on IHRM practices of MNC subsidiaries | | | |
| Module -5 Employment Practices | | 7 hours | |
| Regulation and Multinational Corporations: The Changing Context of Global Employment Relations Importance of regulation and political context, Political agendas to de-regulate, Political and institutional drivers of de-regulation, Problems with de-regulation in a global context. Human Resource Management in Cross-Border Mergers and Acquisitions. Cultural differences and cross-border M&A performance, Managing cross-border integration: the HRM implications. | | | |

Module – 6 Diversity Management and CSR

Equal opportunities, Diversity Management, Work-life balance: practices and discourses; International Culture Management: Model Organisational Culture and Innovation, Models of Culture, Hofstede's Four, Cultural Dimensions, Trompenaars's Seven Cultural Dimensions, Globe's Nine Cultural Dimensions, Edgar Schein's Model of Culture Deal and Kennedy's Culture Model, Schneider's Culture Model, Cameron and Quinn's Model of Culture Charles Handy's Model of Culture Denison's Model of Culture, Profile of Organisational Culture in International Organizations Managing International Culture. Corporate Social Responsibility and Sustainability through Ethical HRM practices. Ethics and corporate social responsibility International labour standards.

Course Outcomes:

1. Gain conceptual knowledge and practical experience in understanding the HR concepts globally.
2. Comprehend and correlate the strategic approaches to HR aspects amongst PCN's, TCN's and HCN's.
3. Develop knowledge and apply the concepts of HR in global perspective
4. Have a better insight of HR concepts, policies and practices by critically analysing the impact of contemporary issues globally.

Practical Components:

- A visit to Organisation and interact with HR Manager and list out the roles played by HR manager.
- Meet Recruitment Manager and ask- 10 questions one asks during Interview.
- Meet Training and Development Manager and list out various training given to employees; basis of training program; Need analysis.
- Visit any Service Organisation and observe HR functions; List them.

CO-PO MAPPING

| CO | PO | | | | |
|-----|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | X | | X | | X |
| CO2 | X | | X | | X |
| CO3 | X | X | X | | |
| CO4 | X | | X | X | X |

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

| Sl No | Title of the book | Name of the Author/s | Publisher Name | Edition and year |
|-------|---|---------------------------------------|----------------------------------|------------------|
| 1 | International Human Resource Management | Srinivas R. Kandula | Sage Publication India Pvt. Ltd. | 2018 |
| 2 | International Human Resource Management | Anne-Wil Harzing, Ashly H. Pinnington | Sage Publication India Pvt. Ltd. | 4/e, 2015 |
| 3 | Diversity at Work | Arthur P Brief | Cambridge University Press | 2008 |

| Reference Books | | | | |
|-----------------|---|------------------------------------|----------------------------------|------|
| 1 | Strategic Human Resource Management: An International Perspective | Gary Rees, Paul E. Smith | Sage Publication India Pvt. Ltd. | 2014 |
| 2 | Global Talent Management: An Integrated Approach | Sonal Minocha and Dean Hristov | Sage Publication India Pvt. Ltd. | 2019 |
| 3 | International Human Resource Management | Anne-Wil Harzing, Ashly Pinnington | Sage Publication India Pvt. Ltd. | 2011 |


 DEAN
 Dept. of Business Administration
 Alva's Institute of Engg. & Technology
 MIJAR - 574 225