SIR PADAMPAT SINGHANIA UNIVERSITY

 UDAIPUR

**LESSON PLAN**

**PROGRAM**: BBA/B.COM

**ACADEMIC YEAR**: 2022-23

**SEMESTER**-VI

**COURSE NAME**: HRM IN GLOBAL PERSPECTIVE

**COURSE CODE**: BMH-3105/BC-3113

**COURSE INSTRUCTOR**: SHWETA LALWANI, Ph.D.

**HRM IN GLOBAL PERSPECTIVE**

Course Credit: 3 Contact Hours: 36

Course Objective:

1. To understand the concept of Human Resource Management in an international context.
2. To get insights of the concepts of Expatriates and Repatriates
3. To find out the impact of cross culture on Human Resource Management
4. To enable students to understand issues as selection, training, compensation, performance appraisals, role of culture in business, trade unions and ethics in an international context.
5. To understand the dynamics of international labour relations.
6. To provide information about global team management and study International HRM Trends and Challenges

Module -I (7 Hours) : International HRM – An Overview

International HRM – An Overview: International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM, Significance of IHRM in International Business, Scope/Functions, Difference between International HRM and Domestic HRM, Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric, Limitations to IHRM, Qualities of Global Managers, Organizational Dynamics and IHRM, Components of IHRM- Cross Cultural Management and Comparative HRM, Cross Cultural Management- Meaning, Features, Convergence of Cultures, Role of IHRM in Cross Culture Management, Problems of Cross Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers, Comparative HRM-Meaning, Importance, Difference between IHRM and, Comparative HRM, Managing Diversity in Workforce, Dealing with Cultural Shock

Module- II (6 Hours): Global HRM Functions

Global HRM Functions: International Recruitment and Selection- Meaning- Sources of International, Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse, Workforce, International Compensation – Meaning, Objectives, Components of International Compensation Program, Approaches to International, Compensation, HRM Perspectives in Training and Development - Meaning, Advantages, Cross, Cultural Training, Issues in Cross Cultural Training, International Performance Management – Meaning, Factors Influencing, Performance, Criterion used for Performance Appraisal of International Employees,

Problems Faced in International Performance Management, Motivation and Reward System- Meaning, Benchmarking Global Practices, International Industrial Relations – Meaning, Key Issues in International, Industrial Relations, Trade Union and International IR

Module- III (7 Hours): Managing Expatriation and Repatriation

Managing Expatriation and Repatriation, Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals),and HCNs(Host-Country Nationals), Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates, Role of Family, the Role of Non- expatriates, Reasons for Expatriate Failure, Women and expatriation, Requirements/Characteristics of Effective Expatriate, Managers, Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation, Process, Role of Repatriate, Challenges faced by Repatriates

Module- IV (9 Hours): International HRM Trends and Challenges

International HRM Trends and Challenges:, Emerging Trends in IHRM, Off Shoring – Meaning, Importance, Off Shoring and HRM in India, International Business Ethics and IHRM – Meaning of Business Ethics, Global, Values, International Corporate Code of Conduct, Criminalization of Bribery, Operationalizing Corporate Ethics of HR in Overall Corporate Ethics Programme

Module- V (8 Hours) : Managing International Projects and Teams

Managing International Projects and Teams- Meaning, How Projects are managed across the World and Challenges in Managing International Projects across the World, HR in MNCs – Industrial Relations in MNCs, Role of Technology on IHRM,IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization, Growth in Strategic Alliances and Cross Border Mergers and Acquisitions-,Impact on IHRM, Knowledge Management and IHRM

 **Course Outcomes**

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| **Course Outcomes** | **Bloom’s Taxonomy** |
| CO1: Introduction to the concept of International HRM  | Remembering (K1)Knowledge (K2) Comprehending (K3) |
| CO2: Learning various global HRM functions as recruitment, selection, training, compensation, performance appraisal in the international context | Knowledge (K2) Comprehending (K3)  |
| CO3: Understanding of International employment Relations, study of motivation & reward practices at the global context. | Knowledge (K2) Comprehending (K3) |
| CO4: Understanding the concept of Expatriation and Repatriation. | Knowledge (K2) Comprehending (K3)  |
| CO5: Understanding of International HRM trends and challenges and managing international projects and teams | Knowledge (K2) Comprehending (K3) |

 Suggested Readings

1. International Human Resource Management . K Aswathappa and Sadhna Dash, Tata McGraw-Hill. 2008.
2. International Human Resource Management by Peter J Dowling, Marion Festing,Allen D Engle Sr. 7th Edition, Cengage. 2017.

**Lecture Plan**

**Program:** BBA/B.COM

**Name of the Course**: HRM in Global perspective **Credit:** 03 (Lecture Mode)

**Sem**: VI **Academic Year:** 2022-23

**Faculty Member**: Shweta Lalwani, Ph.D

**Contact No**.: 9950396133  **E-mail:** Shweta.lalwani@spsu.ac.in

**Introduction /Course Description:**

The Course is designed to build a knowledge base of the contemporary practices and issues in International Human Resource Management. This course examines how country level differences in factors such as labour employment laws and trade union interact with national cultural expectations to create distinctive employment systems between the countries. An implication that managing Human Resource vary from country to country. It provides a thorough understanding of how to design and implement HR practices which meet the dual demands of global integration and local flexibility. It will examine how re-sourcing, rewarding and development practices need to be adapted when working in a cross- border environment. The aim of the course is to provide an understanding of the theoretical concepts and the practical implications of international HRM and to take strategic view of some of the new developments in international HRM. In particular it looks at HR's role on creating organizational capability on global scale and gives an overview of human resource management in an international environment. The emergence of the multinational enterprise as a dominant institution in world economy has resulted in the importance of understanding not only multinational enterprises themselves, but also the activities of the people working within these and similar multi-cultural organizations. This course examines how country level differences in factors such as labour employment laws and trade union interact with national cultural expectations to create distinctive employment systems between the countries. An implication that managing Human Resource vary from country to country. It provides a thorough understanding of how to design and implement HR practices which meet the dual demand s of global integration and local flexibility. It will examine how re-sourcing, rewarding and development practices need to be adapted when working in a cross border environment. It will contextualize a diversity of human resource practices in corporate strategy and organization development in conditions of globalization. On successful completion of the course students will be able to understand distinctive features of International HRM.

**Course Objective**:

1. To understand the concept of Human Resource Management in an international context.
2. To get insights of the concepts of Expatriates and Repatriates
3. To find out the impact of cross culture on Human Resource Management
4. To enable students to understand issues as selection, training, compensation, performance appraisals, role of culture in business, trade unions and ethics in an international context.
5. To understand the dynamics of international labour relations.
6. To provide information about global team management and study International HRM Trends and Challenges

**Employability Skills Measuring Tools:**

* Ability to display corporate etiquettes needed to manage people in an international environment.
* Ability to appreciate behavioral nuances and value systems of the work force in a multi-cultural setting

**Course Outcomes (COs) & Bloom’s Taxonomy**

**Course Outcomes**

|  |  |
| --- | --- |
| **Course Outcomes** | **Bloom’s Taxonomy** |
| CO1: Introduction to the concept of International HRM  | Remembering (K1)Knowledge (K2) Comprehending (K3) |
| CO2: Learning various global HRM functions as recruitment, selection, training, compensation, performance appraisal in the international context | Knowledge (K2) Comprehending (K3)  |
| CO3: Understanding of International employment Relations, study of motivation & reward practices at the global context. | Knowledge (K2) Comprehending (K3) |
| CO4: Understanding the concept of Expatriation and Repatriation. | Knowledge (K2) Comprehending (K3)  |
| CO5: Understanding of International HRM trends and challenges and managing international projects and teams | Knowledge (K2) Comprehending (K3) |

**Pedagogy:**

The teaching method will include a mix of in-class lectures (covering theory and problem-solving), experience sharing, real-world examples, caselet discussion, quizzes, and projects/assignments on certain businesses. Flipped classroom method for case discussions will be held. Additional readings and cases will occasionally be provided in class in addition to the text and reference materials. Before each class, students are also encouraged to pre-read the material and note any difficulties they have with comprehending the principles and applying them to actual situations. Students' ability to manage relationships with multiple stakeholders will be aided by the development of creativity and inventive thinking.

**Suggested Readings:**

***Textbook:***

1. International Human Resource Management . K Aswathappa and Sadhna Dash, Tata McGraw-Hill. 2008.

***Reference Books:***

1.International Human Resource Management by Peter J Dowling, Marion Festing, Allen D Engle Sr. 7th Edition, Cengage. 2017.

2. Cross-cultural Management: concepts and cases, Shobhana Madhavan, 2nd Edition, Oxford.2016

***Important Websites:***

[www.shrm.org](http://www.shrm.org)

[www.worldatwork.org](http://www.worldatwork.org)

[www.workforce.com](http://www.workforce.com)

**Evaluation Components and Weightage:**

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| --- |
| **Scheme of Evaluation** |
| **S. No.** | **Assessment** | **Weightage (in %)** |
| **1** | **Continuous Internal Assessment** | **40** |
|   | Assessment Task | Frequency \* Marks | Weightage for Individual Component |
|   |   |   |   |
| A | Mid Term Examination | 1\*20 | 15 |
| B | Quiz | 3\*10 | 10 |
| C | Assignment-I (Case Study/ Term Paper/ Mini Project) | 1\*10 | 5 |
| D | Assignment-II (Application/ Research/ Problem based) | 1\*10 | 5 |
| E | Attendance & Class Participation |   | 5 |
| **2** | **External Assessment** | **60** |
| F | End Term Examination # | 1\*60 | 60 |

*# End Term Examination (External Assessment) will be conducted by the CoE office at SPSU.*

**Detailed Lecture Plan:**

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| --- | --- | --- | --- |
| **Lecture No** | **Topic** | **Reading/Reference** | **Learning Outcome & Course Outcome (CO)****with Bloom’s Taxonomy** |
| ***MODULE-I:***  |
| 1 | International HRM – An Overview: International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM, Significance of IHRM in International Business, Scope/Functions, Difference between International HRM and Domestic HRM  | Text Book 1, Chapter 3, pp. 65-75 | Introduction to the concept of International HRM (**CO1; K1, K2, K3**) |
| 2 | Components of IHRM- Cross Cultural Management and Comparative HRM, Cross Cultural Management- Meaning, Features, Convergence of Cultures, Role of IHRM in Cross Culture Management  | Reference Book 1, Chapter 2, pp. 22-39 |  | Introduction to the concept of International HRM (**CO1; K1, K2, K3**) |
| 3 | Problems of Cross Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers | Reference Book 1 , Chapter 2, pp. 22-39 |  | Introduction to the concept of International HRM (**CO1; K1, K2, K3**) |
| 4 | Comparative HRM-Meaning, Importance, Difference between IHRM and, Comparative HRM  | Text Book , Chapter 3, pp. 66 | Introduction to the concept of International HRM (**CO1; K1, K2, K3**) |
| 5 | Managing Diversity in Workforce, Dealing with Cultural Shock  | Text Book 1, Chapter 2, pp. 23-39 |  | Introduction to the concept of International HRM (**CO1; K1, K2, K3**) |
| 6 | Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric,  | Reference Book 1 , Chapter 5, pp. 108-116 |  | Introduction to the concept of International HRM (**CO1; K1, K2, K3**) |
| 7 | Limitations to IHRM, Qualities of Global Managers, Organizational Dynamics and IHRM | Reference Book 2, Chapter 10, pp. 389-408 |  | Introduction to the concept of International HRM (**CO1; K1, K2, K3**) |
| ***MODULE-II:***  |
| 8 | Global HRM Functions: International Recruitment and Selection- Meaning- Sources of International, Labour Market, Global Staffing, Selection Criteria,  | Text Book 1, Chapter 6, pp.134-157 |  | Learning various global HRM functions as recruitment, selection, training, compensation, performance appraisal in the international context. (**CO2; K2, K3)** |
| 9 | Managing Global Diverse, Workforce, International Compensation – Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation  | Text Book 1, Chapter 09, pp.221-242 |  | Learning various global HRM functions as recruitment, selection, training, compensation, performance appraisal in the international context. (**CO2; K2, K3)** |
| 10 | HRM Perspectives in Training and Development - Meaning, Advantages, Cross, Cultural Training, Issues in Cross Cultural Training,  | Text Book 1, Chapter 7, pp.165-186 |  | Learning various global HRM functions as recruitment, selection, training, compensation, performance appraisal in the international context. (**CO2; K2, K3)** |
| 11 | International Performance Management – Meaning, Factors Influencing, Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management  | Text Book 1, Chapter 8, pp. 197-215 |  | Learning various global HRM functions as recruitment, selection, training, compensation, performance appraisal in the international context. (**CO2; K2, K3)** |
| 12 | Motivation and Reward System- Meaning, Benchmarking Global Practices | Reference Book 2, Chapter 6, pp. 217-237 |  | Understanding of International employment Relations, study of motivation & reward practices at the global context. (**CO3; K2, K3)** |
| 13 | International Industrial Relations – Meaning, Key Issues in International, Industrial Relations, Trade Union and International IR  | Text Book 1, Chapter 11, pp. 265-283Reference Book 2, Chapter 7, pp. 295-298 |  | Understanding of International employment Relations, study of motivation & reward practices at the global context. (**CO3; K2, K3)** |
| ***MODULE-III*** |
| 14 | Managing Expatriation and Repatriation  | Reference Book 2, Chapter 9, pp. 351-377 |  | Understanding the concept of Expatriation and Repatriation. (**CO4; K2, K3)** |
| 15 | Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals),and HCNs(Host-Country Nationals) | Text Book 1, Chapter 2 pp. 70 |  | Understanding the concept of Expatriation and Repatriation. (**CO4; K2, K3)** |
| 16 | Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates | Reference Book 2, Chapter 9, pp. 351-377 |  | Understanding the concept of Expatriation and Repatriation. (**CO4; K2, K3)** |
| 17 | Advantages of Using Expatriates, Limitations of using Expatriates | Reference Book 2, Chapter 9, pp. 351-377 |  | Understanding the concept of Expatriation and Repatriation. (**CO4; K2, K3)** |
| 18 | Role of Family, the Role of Non- expatriates, Reasons for Expatriate Failure  | Reference Book 2, Chapter 9, pp. 351-377 |  | Understanding the concept of Expatriation and Repatriation. (**CO4; K2, K3)** |
| 19 | Women and expatriation, Requirements/Characteristics of Effective Expatriate Managers  | Reference Book 2, Chapter 9, pp. 351-377 |  | Understanding the concept of Expatriation and Repatriation. (**CO4; K2, K3)** |
| 20 | Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation, Process, Role of Repatriate, Challenges faced by Repatriates  | Reference Book 2, Chapter 9, pp. 351-377 |  | Understanding the concept of Expatriation and Repatriation. (**CO4; K2, K3)** |
| MODULE-IV |
| 21 | International HRM Trends and Challenges  | Reference Book 1, Chapter 10, pp.274-285 |  | Understanding of International HRM trends and challenges and managing international projects and teams (**CO5; K2, K3)** |
| 22 | Emerging Trends in IHRM  | Reference Book 1, Chapter 10, pp.274-285 |  | Understanding of International HRM trends and challenges and managing international projects and teams (**CO5; K2, K3)** |
| 23 | Off Shoring – Meaning, Importance | Internet sources |  | Understanding of International HRM trends and challenges and managing international projects and teams (**CO5; K2, K3)** |
| 24 | Off Shoring and HRM in India | Internet sources |  | Understanding of International HRM trends and challenges and managing international projects and teams (**CO5; K2, K3)** |
| 25 | International Business Ethics and IHRM – Meaning of Business Ethics, Global, Values, | Reference Book 1, Chapter 10, pp.275-283 |  | Understanding of International HRM trends and challenges and managing international projects and teams (**CO5; K2, K3)** |
| 26 | International Corporate Code of Conduct, Criminalization of bribery, Corporate Ethics of HR in Overall Corporate Ethics Programme  | Reference Book 1, Chapter 10, pp.275-283 |  | Understanding of International HRM trends and challenges and managing international projects and teams (**CO5; K2, K3)** |
| 27 | Case Study | Text Book 1, Chapter 7, p. 192**Training of Mc Donald’s** |  |  |
| 28 | Guest Lecture |  |  |  |
| ***MODULE-V*** |
|   29 | Managing International Projects and Teams- Meaning  | Reference Book 2, Chapter 8, pp. 310-336 |  | Understanding of International HRM trends and challenges and managing international projects and teams (**CO5; K2, K3)** |
| 30 | How Projects are managed across the World and Challenges in Managing International Projects across the World, HR in MNCs – Industrial Relations in MNCs, Role of Technology on IHRM | Reference Book 2, Chapter 8, pp. 310-336 |  | Understanding of International HRM trends and challenges and managing international projects and teams (**CO5; K2, K3)** |
| 31 | IHRM and Virtual Organization- Meaning and Features of Virtual Organization  | Reference Book 2, Chapter 8, pp. 310-336 |  | Understanding of International HRM trends and challenges and managing international projects and teams (**CO5; K2, K3)** |
| 32 | Case Studies and Presentations | Text Book 1, Chapter 19, pp.619-625 |  | Understanding of International HRM trends and challenges and managing international projects and teams (**CO5; K2, K3)** |
| 33 | Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization | Reference Book 2, Chapter 8, pp. 310-336 |  | Understanding of International HRM trends and challenges and managing international projects and teams (**CO5; K2, K3)** |
| 34 | Growth in Strategic Alliances and Cross Border Mergers and Acquisitions-,Impact on IHRM, Knowledge Management and IHRM | Reference Book 1, Chapter 4, pp. 81-94 |  | Understanding of International HRM trends and challenges and managing international projects and teams (**CO5; K2, K3)** |
| 35 | Guest Lecture | Reference Book 1, Chapter 4, pp. 81-94 |  |  |
| 36 | Case Study  | Text Book 1, Chapter 11, p.287**The Walmart story** |  |  |

**Students’ Interaction Time: Thursday (04:30 pm – 05:30 pm);**

 **Friday (04:30 pm – 05:30 pm)**