

International Human Resource Management

Syllabus

Credits	3.0
Faculty Name	Prof. Sadhna Dash, Xavier University
Program	MBA-HRM-II
Academic Year and Term	2020, Term-IV

Course Objectives:

This is an advanced course focused on Strategic Instructional design and delivery. The objective of this course is to gain a strong conceptual and professional understanding of IHRM dimensions and issues. It equips managers in global enterprises with a keen understanding of the skills and abilities required to manage human resources in a cross-cultural context. As an advanced course, this course requires students to have completed an introductory course in human resource management and international business. This course provides an opportunity for students to explore international dimensions of the core aspects of human resource alignment with international business strategy, structure, recruitment, performance management, compensation and reward management, training and development, and industrial relations. Its business scenario and activity based pedagogy supports students with a good understanding of how to apply understanding to real-life situations at the MNE.

Learning Outcomes:

- Demonstrate an appreciation of the human resource related challenges in multinational enterprises
- Gain a good understanding of the implication cross-cultural diversity impacting multinational enterprises
- Be able to anticipate and apply appropriate solutions to managing human resource activities being cognizant of the unique cultural contexts

Be able to contribute to effective utilization of human resources aligned with business strategy

Course Description

A blended course that examines the conceptual, theoretical and practical aspects of various dimensions of human resource management as practiced by managers in multinational enterprises of globalized economies. The course focuses on understanding the core issues of international business strategy and cross-cultural business behavior that impact international staffing decisions, talent management and development, expatriation and repatriation of global employees, international compensation and rewards administration considerations, and international industrial relations, in an increasingly globalized world. It enhances the knowledge of the student on theoretical concepts and frameworks that support the practice of IHRM. The exercises and techniques in this course deepen the understanding of the concepts and prompt them to apply it to practical situations, representative of what they might face in today's 'glocal' workplaces. Students will be exposed to IHRM concerns and challenges that organizations face through case studies, scenarios, and application-based assignments. This course is designed and delivered keeping in mind managers who will invariably choose to work in multinational enterprises and aspires to have a global career in the near future.

Course Content:

An introduction to IHRM, Contemporary IHRM context and concerns, Understanding Cross-Cultural Dynamics, International Staffing, Expatriation, Training and Development in International Context, Managing Repatriation, Performance management in MNEs, Compensation & Benefits administration in International assignments and International Industrial Relation management.

Tentative Session Plan

Classes	Topic	Activities & Additional Readings
1 - 2	Introduction to International HRM Key human resource context and concerns – <i>Managing MNE's HR during pandemic outbreaks, politically sensitive events, cross-country embargos and bans, terrorism etc....</i>	Opening case study <i>IHRM</i> by Aswathappa & Dash 3 rd Ed.
3 - 4	The Cultural Context	Group activity on understanding cultures and its impact on MNE culture

5 - 6	The Organizational Context IHRM in Cross-Border Mergers & acquisitions, international alliances and SMEs	Scenario-based in-class discussions mined by the students
7 - 8	Talent acquisition (TA) - Theories that support effective TA in MNE's Challenges in challenges of recruiting across borders, job grading, expatriation process, expatriate failure rate (EFR) & overcoming challenges	Case: <i>Brunt Hotels (SHRM)</i> Choosing the best candidate. <i>Continuing case</i> Additional reading material
9 - 10	Expat performance management PMS in MNE's Repatriation Role of workforce management tools - HCM in global performance management	Opening Caselet: <i>What if you were paid in time, and not money?</i> (https://www.peoplesmatters.in/article/) Case: Richard Barrett, (2004) "Hype and reality in performance management", <i>Measuring Business Excellence</i> , Vol. 8 Issue: 2, pp.9-14, https://doi.org/10.1108/13683040410539382
11 - 12	Training expats, theories and practices in cross-cultural training (CCT) MNE's T&D strategies and development	Opening Caselet: <i>HiPos-Catalyst to Employer Branding.</i> (https://www.peoplesmatters.in/article/) Case discussion: <i>Succession planning at Toyota New Zealand (online article)</i>
13 - 14	Compensation management and administration in MNE's Aligning MNE business with C&B philosophy	Case: <i>Brunt Hotels (SHRM)</i> Setting KPI's. Continuing case
17 - 18	Managing industrial relations in trade unions in MNE context	Caselets on IR/TU concerns across countries - group presentations
19 - 20	Final group presentations	For grading - <i>Brunt Hotels (SHRM)</i>

Text Books and Reading Material

- = International Human Resource Management 6th Edition by Peter J Dowling, Marion Festing, and Allen Engle. Cengage Learning. India 2013
- = Additional research oriented and application materials will be shared in the class.

Evaluation Components

Components	Weightage	Description
Class Participation	15%	Active participation in the class
Assignment	25%	Case assignment presentations and in-class discussions. All topics will include case studies and scenarios. Absence will lead to marks being withheld. Multiple assignments across the course will provide opportunity to make up for absence. NO other make-up/re-presentations will be permitted.
Group Presentation	20%	The Group will present <i>assigned</i> case with <i>limitations</i> as marked out for each group. A group will comprise of a maximum of 6 members. Peer-evaluation panels will be set-up along with the faculty to co-evaluate each group's presentation, plus Q&A.
End Term Examination	40%	End term exam, examining concepts and its application.

Student Profile

This course requires active participation and commitment. Attendance and classroom interactions are critical. Students enrolling for this course will gain immensely from its practical oversight and hands-on assignments. Passive presence is discouraged.

Academic Integrity

Students subscribing to this course will be bound by the Academic Policy as specified in the Student Manual of XUB. For all in-class and evaluation purposes, the decision of the course instructor will be binding and final on every student. Every Student for this course must conduct their studies honestly, ethically and in accordance with generally accepted standards of academic conduct. Any form of academic misconduct is unacceptable. If some students are found to engage deliberately in academic misconduct, with intent to deceive it would be construed as pre-mediated form of cheating and would attract the highest penalty of grade withholding.

No Network Policy

All students are requested not to operate any network enabled devices such as cell phones, etabs, ipads or any other electronic network enabled devices inside the classroom during the sessions except on specially assigned course days. In case you are compelled to carry it in person, you may keep it in the switched off mode. Anyone found to violate this policy will be debarred from participating in component D and will be losing the said percentage of marks.

Course Declaration: By subscribing and registering to this course, the student is deemed to have read, understood and unequivocally agreed to abide by the terms and conditions mentioned in this course outline and will not attempt to negotiate any items mentioned above with the course instructor any time before, after or during this course.