



International Human Resource Management

- Course Credit:** 3.0 credits, comprising 20 sessions of 90 mins each, twice a week on-campus
- Course Pre-requisite:** Only those students can opt for this course who scored at least B Grade and above in Group Dynamics & Team Building or HRM course in 1st Year PGDM-HRM Program.
- Course Instructor:** *Dr. Andrew Dutta*
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- Program:** PGDM HRM 2011-13
- Academic Year and Term:** 2012-13, Term IV
- Course Description:** In the era of increased globalization, the business borders are increasingly being redefined for the manager. Mobility of capital is now matched with similar mobility of human resources. This course will provide the students to explore and understand the various dimensions of HRM as practiced by managers of multinational enterprises (MNEs) in a globalized economy.
As the students for this course are not having much international work exposure, this course will provide the necessary applied skills to the student to understand the core issues of international business strategy and structure, cross-cultural business behavior, international staffing approaches, people development in the global era, expatriation and repatriation of global employees, international compensation and rewards and international industrial relations. This course is therefore, meant for any manager who aspires to have a global career in the immediate future.
- Course Objectives:** The objective of this course is to develop the professional and analytical skills of participating students in the areas of international human resource management. Global business managers require skills, knowledge and strategies for effective functioning in the global marketplace. This course develops these areas in managing the important area of international human resources. As an advanced course, this course is most suitable for those students who have completed an introductory course in human resource management, and who have some basic

understanding of how national culture and the context of the international environment affect business. Students will benefit from understanding how to effectively manage, recruit, select, develop and reward people working in global organizations. This course provides an opportunity to students to explore international dimensions of the core aspects of human resource management, such as linkages with international business strategy and structure, recruitment, compensation and reward management, training and development, performance management, and industrial relations.

Learning Outcomes:

By the end of this course, students will be able to demonstrate:

- Diagnose and analyze human resource-related problems in international context
- Understanding and knowledge of the main issues involved in the management of human resources in the international context.
- Apply appropriate solutions, taking particular account of the implications of the local culture.
- Evaluate the role of the manager and make suggestions for the most effective utilization of managerial skills in any particular cultural context.
- Evaluate the process of communication and the possible sources of cross-cultural misinterpretations.

Course Textbooks:

International Human Resource Management (4/e) by Peter J. Dowling and Denis E. Welch. Thomson Learning. India Reprint 2007. ISBN 9788131500071 (To be issued from the Library and returned after the course is over) [DW]

Readings and Cases in International Human Resource Management, 4th Ed. Mendenhall, M and Oddou, G. and Stahl G. K. Routledge, 2006. (To be issued from the Library and returned after the course is over on-campus) [MO]

Apart from the core textbooks above specifically meant for Indian students as practicing managers, the course instructor will also provide assorted reading materials during the course for additional reading off-class. These would be primarily international write-ups on IHRM and cover international practice perspectives.

Journals to be self-read

Academy of Management Review
Academy Journal of Management
Journal of International Business Studies
Journal of Management
The International Journal of Human Resource Management
Asia Pacific Journal of Human Resources
Harvard Business Review
California Management Review
European Journal of Cultural Studies
Human resource Management
Human Resource Management Journal
International Journal of Intercultural Relations
Journal of Managerial Psychology
Management International Review

Course Andragogy: This course will be primarily interactive based on class lectures by the instructor, video inputs, simulations, role plays and case discussions.

Tentative Session Plan

<i>Session No.</i>	<i>Session Coverage</i>	<i>Readings and Cases</i>
Week 1	Introduction to IHRM	Chp 1 and 2—DW Reading 1.1 --MO
	Tutorial	To be distributed in class by the facilitator
Week 2	International Business Structures and IHRM	Chp 3 – DW Reading 1.2 -- MO
	Tutorial	To be distributed in class by the facilitator
Week 3	Understanding Cross-Cultural Dynamics	Reading 1.3 – MO
	Tutorial	To be distributed in class by the facilitator
Week 4	International Staffing	Chp 4 – DW Reading 2.1 – MO
	Tutorial	To be distributed in class by the facilitator
Week 5	People Development in International Context	Chp 5 – DW
	Tutorial	To be distributed in class by the facilitator
Week 6	Managing Expatriation and Repatriation	Chp 7 – DW Reading 2.2 -- MO
	Tutorial	To be distributed in class by the facilitator
Week 7	Performance management in MNEs	Chp 10 – DW Reading 3.3 – MO
	Tutorial	To be distributed in class by the facilitator
Week 9	Compensation & Benefits in International assignments	Chp 6 – DW
	Compensation & Benefits in International assignments Tutorial activity	To be distributed in class by the facilitator
Week 10	International Industrial Relation management	Chp 9 – DW Reading 4.1 --MO
	Group Case Review Presentations	Max 15 mins presentation in MS Powerpoint for each group.

It is not mandatory for students to read the above chapters and readings prior to class. However, a pre-reading will definitely help in better grasp of concepts lectured in class.

Evaluation:

<i>Components</i>	<i>Weightage</i>	<i>Description</i>

Class Tutorial Participation	30%	<p>Every student is expected to attend all the classes and participate in the class lectures and tutorial sessions by actively engaging in debate, scenario sharing, anecdote infusions and critical thinking.</p> <p>All participants will be evaluated in all the Tutorial sessions and the final marks in this component will be the <u>average</u> of all the session marks earned by the student.</p> <p>A student missing any particular Tutorial session will be awarded no marks in that particular session only.</p>
Group Case Assignment	25%	<p>Students will be provided with a Case study at the beginning of the course which they need to analyze and provide a written report within 5000 words in soft copy MS Word 2007 format by <u>30th July 2012</u> and email it to adutta@ximb.ac.in .</p> <p>This component will be a group assignment and each group will also be required to make a brief presentation on their case findings to the entire class on the 20th session of the course. The maximum time allowed will be 15 mins. Marks assigned to the group will be reflected in the grades of every member in that particular group.</p>
End Term Examination	45%	<p>In the same term there will be a terminal examination. This would be Open Book Exam and the students will be allowed to use Laptops/Ipads, reading materials, books etc. Books to be used in the exam hall must be issued from the library before the start of the exam. A comprehensive case study would be provided to the students for the end term exam before 7 days before the date of exam. The exam date will be as per the Dean Acad. Office notice.</p>

Academic Honesty Policy:

Students subscribing to this course will be bound by the Academic Policy as specified in the Student Manual of XIMB for the Part Time program. 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.

Course Declaration:

By subscribing 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 before, after or during this course.