Global HRM
23MBPE684

(COURSE HANDBOOK)

MBA

COURSE HEAD:

Asst. Prof. Pradeep Kumar B R

1. GENERAL INFORMATION

Welcome to Global HRM!

Welcome to the "Global HRM" course! This handbook is designed to guide you through the course, providing an overview of its objectives, learning outcomes, and structure. It serves as a roadmap for understanding importance of Global HRM and its impact on the overall performance of the organization.

Global Human Resource Management (GHRM) is a crucial field that addresses the complexities of managing a diverse workforce across international borders. This course provides an in-depth understanding of GHRM, starting with its meaning, objectives, and key differences from domestic HRM. As businesses expand globally, HR professionals must navigate challenges such as cultural diversity, international staffing, expatriate management, and global compensation strategies.

One of the key areas covered in this course is the staffing process for international operations. Students will explore selection strategies for overseas assignments, different types of international employees—Parent Country Nationals (PCNs), Third Country Nationals (TCNs), and Host Country Nationals (HCNs)—and the intricacies of expatriation and repatriation. The course also highlights the challenges associated with managing expatriates, including cultural adaptation, performance evaluation, and career progression.

Training and development in a global context form another critical aspect of GHRM. The course examines how multinational companies (MNCs) design training programs for expatriates and international staff to enhance their cross-cultural competencies and professional effectiveness. Similarly, the complexities of international compensation are explored, with a focus on various approaches, total rewards programs, and the challenges faced by HR managers in maintaining equity across different markets.

Performance management of international assignees is also a core theme. You will gain insights into knowledge management within multinational firms, emphasizing knowledge sharing, innovation, and competitive advantage. Finally, the course covers HR implications in cross-border mergers and acquisitions, highlighting cultural differences, integration strategies, and their impact on organizational success.

By studying Global HRM, you learn balance the needs of individuals, teams, and the organization, cultivating an environment where innovation thrives, and stakeholders are aligned with strategic objectives. This prepares you to meet the demands of leadership roles across industries with confidence and competence.

1.1. Course Objectives

This course is designed to

- **Impart the knowledge** of international staffing and Training process.
- **Enable the students** with the knowledge of performance management systems in international perspective.
- **Familiarize** about the range of Human resource functions to the deployment of expatriate employees.
- **Familiarize** the application of GHRM in managing and developing global organization.

1.2. Course Outcomes

At the end of the course, the student will be able to:

CO1: Summarize all the practices within the field of global HRM.
CO2: Summarize HR concepts and policies to deal with issues in an international context.
CO3: Identify the impact of global factors in shaping HR practices.
CO4: Compare the components of Performance Management systems between different economies across the world.
CO5: Compare the total rewards system followed in various economies across the world.

1.3. Set Text and Suggested Sources

All the below mentioned books are available in the 1st Floor Library.

> Key Text Books:
> 1. Anne-WilHarzing, Ashly H. Pinnington, "International Human Resource Management", 1st Edition, Sage Publication, 2009
> 2. Srinivas R. Kandula,, "International Human Resource Management", 1st Edition, Sage Publication, 2018

Reference Books:

1. Peter J. Dowling, Denice E. Welch, "International Human Resource Management", 1st Edition, Cengage Learning, 2011
2. Shields, "Managing Employees Performance and Rewards", 11th edition, Cambridge Press, 2007.

1.4. Self-Study Course

In this course, students are encouraged to complete a non-mandatory course "International and strategic HRM" offered by Alison academy. This course provides you with valuable skills to be successful at the corporate and prepare you with the knowledge and skills needed to excel in the dynamic field of Global HRM. This preparatory work will support their success throughout the course and beyond.

2. THE COURSE

2.1. Course Description

GLOBAL HRM			
Semester	**IV**	CIE Marks	**50**
Course Code	**23MBPE684**	SEE Marks	**50**
Teaching Hours/Week(L:T:P)	**4:0:0**	Exam Hrs	**03**
Total Hours	**52**	Credits	**04**

The course Global HRM is designed to provide students with foundational knowledge about the role of Global HRM in an organization. The course will run for 13 weeks during Semester IV and consists of 5 modules that cover essential topics in Organizational Leadership. Each week includes 4 lectures, delivered by Mr. Pradeep Kumar B R, focusing on theoretical concepts, and course-related activities. Spanning a total of 52 hours, this 4-credit course is assessed through Continuous Internal Evaluation (CIE) for 50 marks and a Semester-End Examination (SEE) for 50 marks, with 3-hour exam duration. This structure ensures a balanced and engaging learning experience for students.

2.2.Initiating Contact with Staff and Other Students
We encourage open communication and value your inquiries about the Course. However, given the large number of students in this course, we encourage that you use email, make office hours appointments and any other forms of correspondence thoughtfully. Before reaching out with administrative questions, please check if your query has already been addressed in previous communications or in the materials provided in this handbook and on our website. Additionally, we encourage you to engage with your peers for discussions and collaborative learning, as this will enhance your understanding of the course material and foster a supportive academic community.

2.3.Resources
Resources go beyond just books—they include dynamic tools like digital libraries, e-learning platforms, and research databases. These modern learning environments offer anytime, anywhere access to academic materials, interactive courses, and cutting-edge research, empowering students to explore knowledge and excel in their fields.

Students can access a variety of resources through the college website. These include the VTU Consortium, e-learning platforms, and additional sources like open-access repositories, government portals (e.g., NPTEL, NDLI), These digital tools provide access to e-books, research papers, video lectures, and interactive tutorials, offering flexible and comprehensive learning environments.

E-learning and digital library can be accessed via the college website https://mite.ac.in/ (Campus Life section >Library>VTU Consortium/e-learning platforms/additional sources).

2.4.Staff

Course Convenor: Mr. Pradeep Kumar B R
Cabin: 3rd floor, PG Block
Email: pradeep@mite.ac.in

2.5.Topics and Reading materials for each module

Module 1   *No. of Hours: 9*

- **Topic: Introduction**
  o GHRM - Meaning and Definition, Objectives, The drivers of internationalization of business. HR Challenges in a global workforce, Difference between GHRM and Domestic HRM, Functions of global HRM, Emergence of Global HR Manager, Approaches to GHRM, Models of GHRM.

- **Essential Readings:**
  1. P Srinivas R. Kandula,, "International Human Resource Management", 1st Edition, Sage Publication, 2018 Chapter 1

Module 2   *No. of Hours: 10*

- **Topic: Staffing for International Operations**

  o Staffing for international operations, Selection strategies for overseas assignments, Differentiating between PCNs, TCNs and HCNs, International transfers, Expatriation and Repatriation, Expatriate management, Repatriation Process, Challenges of repatriation and support practices.
- **Activities:**
  o Students will be encouraged to participate and contribute effectively in a Case Study. Students will be given case study material in advance and will be expected to come prepared to the class and make presentation.

- **Essential Reading:**
  o Anne-WilHarzing, Ashly H. Pinnington, "International Human Resource Management", 1st Edition, Sage Publication, 2009, Chapter 3, 4.

- **Additional Reading:**
  o Srinivas R. Kandula,, "International Human Resource Management", 1st Edition, Sage Publication, 2018

Module 3   *No. of Hours: 11*

- **Topic: Training and Development**
  o Training and development: Training and development for expatriates; Training and development for international staff. Compensation: Compensation in international perspective, Approaches to international Compensation, International total rewards objectives for MNC's, Key components of global total rewards programs, Complexities faced by IHR managers.

- **Essential Reading:**
  - o Anne-WilHarzing, Ashly H. Pinnington, "International Human Resource Management", 1st Edition, Sage Publication, 2009, Chapter 10

- **Additional Reading:**

  - o Srinivas R. Kandula,, "International Human Resource Management", 1st Edition, Sage Publication, 2018, Chapter 11.

Module 4   *No. of Hours: 11*

- **Topic: Performance Management**
  - o Performance management cycle, Key components of PMS, Performance Management of International Assignees, Issues and challenges in international performance management, PMS for expatriates, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA.

- **Activities:**
  - o Students will engage in assignments of Performance Management System followed in different Economies. This will enable the students to dive in depth about concepts and also enhance conceptual knowledge.

- **Essential Reading**:
  - o Anne-WilHarzing, Ashly H. Pinnington, "International Human Resource Management", 1st Edition, Sage Publication, 2009, Chapter 12.

Module 5   *No. of Hours: 11*

- **Topic: Organizational Knowledge and Employment Practice**
  - o 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, Human Resource Management in Cross-Border, Mergers and Acquisitions. Cultural differences and cross-border M&A performance, Managing cross-border integration: the HRM implications.

- **Essential Reading:**
  - o Anne-WilHarzing, Ashly H. Pinnington, "International Human Resource Management", 1st Edition, Sage Publication, 2009, Chapter 9.

- **Additional Reading:**
  - o Srinivas R. Kandula,, "International Human Resource Management", 1st Edition, Sage Publication, 2018

3. **ASSESSMENT**

The assessment for the Human Resource Audit module is divided into two components: Continuous Internal Evaluation (CIE) and Semester End Examination (SEE), each accounting for 50% of the total marks.

Continuous Internal Evaluation (CIE) comprises two internal tests, scheduled for 8th and 14th week, which together contribute 30% of the total marks. Additionally, students can earn 20% through the completion of assignments which is allotted 10 marks. 10 marks are allotted for Presentation of the case study.

Semester End Examination (SEE) constitutes the remaining 50% of the total marks. Key information regarding examination dates and related details can be accessed via the college website (Academics and Courses section > Calendar of Events > PG Even Sem).

Rubrics for Other Assessment (Total: 20 Marks / 40% of CIE)

1. Presentation of the Case Study (10 Marks)

Criteria	10 Marks (Excellent)	9 Marks (Proficient)	8 Marks (Adequate)	7-4 Marks (Basic)	3-1 Mark (Unsatisfactory)
Creativity and Delivery	Highly creative in understanding and solving the case.	Creative, minor delivery gaps in delivery	Basic delivery, limited understanding and solution	Minimal effort	No meaningful participation
Subject Understanding	Deep understanding, well-integrated	Good understanding	Basic understanding	Weak understanding	No effort to understand

2. Assignment on concepts of Performance Management in different Economies (10 Marks)

Criteria	10 Marks (Excellent)	8 Marks (Good)	7-5 Marks (Fair)	4-1 Marks (Poor)
Management Levels	Clear, detailed explanation	Good explanation, minor gaps	Basic explanation, missing key details	Lacks understanding or incorrect info
Organizational Structure	Clear, well-defined structure	Clear, but some details missing/unclear	Unclear or incomplete structure	Poorly explained or missing components