

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-6)

DSE 6: TRANSNATIONAL HUMAN RESOURCE MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/Practic e		
Transnational Human Resource Management (DSE 6)	4	3	1	0	Class XII	Basic knowledge Management and Organisational Behavior

Learning Objectives:

- To explore the concepts and techniques of the essential elements of International HRM and to enable the learners to recognise its critical issues.
- To improve understanding of HRM concerns in the cross-cultural scenario.

Learning Outcomes:

On successful completion of the course the learner will be able to:

- Understand the relevance and impact of culture on HRM for global business operations and how HR practices differs across cultures and countries and apply these to deal with complications that come with handling cross cultural issues.
- Develop an understanding of the fundamentals of staffing for global operations.
- Understand the key elements of performance appraisal for global employees.
- Understand the functional role of HRM in the context of training and industrial relations.
- Apply concepts into practice in multinational organizations.

SYLLABUS FOR DSE 6

Unit 1: Cross-Cultural issues in HRM

(12 Hours)

Introduction to HRM for multinational companies. Introduction to concepts of differences due to language; culture, religion and employee and country; Impact of these on the operations of non-domestic companies; Hofstede's approach; cross cultural differences at the workplace; Managing workforce diversity; Diversity management programs; International Human Resource Management: Difference between HRM for domestic and global companies. Integration of HRM with strategies for global operations. Pros and Cons of Internationally diverse HRM practices and their assimilation by global businesses.

Unit 2: Staffing for Global Operations

(12 Hours)

International Workforce planning and staffing: Issues in supply of international human resources; Low-cost labour and global staffing; International Recruitment; International staffing choices, Multinational staffing decisions; Types of international assignments; Selection criteria and techniques; Training employees for international assignments; Successful expatriation, Causes of expatriate

failure, female expatriation. Repatriation management. Ethical and legal issues in use of low-cost labour. Regulations relevant to the use of low-cost labour from outside the country. Challenges in transferring culturally sensitive business practices across borders. Issues pertinent to hiring local employees for international operations. Strategic fitment for international assignments and operations. Challenges in managing global teams.

Unit 3: Performance Appraisal for Global Employees (12 Hours)

Performance appraisal: Criteria for performance appraisal, challenges of appraising employees from different cultural backgrounds; Biases affecting performance appraisal amongst a global workforce; Variables influencing expatriate performance appraisal. Issues and challenges in international performance management; Compensation: Objectives of expatriate compensation plan, Factors affecting international compensation, Approaches to expatriate compensation: COLA; Hardship allowances; Going rate approach, Balance sheet approach, Cultural impact on compensation policy. Strategic questions related to LOC for international assignments. Elements of taxation relevant to compensation for expatriates: tax equalization, tax protection, currency fluctuations

Unit 4: Global Context of Training and Industrial Relations (9 Hours)

Training & development of international staff: Areas of global training, cross cultural training, Diversity training. Cross cultural team building; Cross border Mergers and Acquisitions: HRM perspective; International IR: Key Players, Labour unions, Employee relations. Approaches in IR for global operations; changes in IR landscape across different countries. Strategic decision making for IHRM issues. Control issues in IHRM in global companies - head office vs. local office. Impact of legislation and free trade agreements on HRM issues across national borders.

Essential/ recommended Readings (latest edition of readings to be used)

1. Dowling, P.J., Festing, M. & Engle Sr, A.D. (2013). *International Human Resource Management*. Wiley
2. Nilanjan, S. & Bhattacharya, M. (2010). *International Human Resource Management*. Excel Books.
3. Briscoe, D., Briscoe, D.R., Schuler, R.S., & Claus, L. (2008). *International Human Resource Management: Policies and practices for multinational enterprises*. Routledge.
4. Tayeb, M. (2005). *International human resource management: A multinational company perspective*. Oxford University Press.

Suggestive Readings (latest edition of readings to be used)

1. Dowling, P.J. and Welch, D.E. (2017). *International Human Resource Management*. Cengage Learning
2. Bhattacharyya, D. K. (2010). *Cross-cultural management*. PHI Learning Pvt. Ltd.
3. Edwards, T., & Rees, C. (2006). *International human resource management: Globalization, national systems and multinational companies*. Pearson Education.

Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.