

# 17BB330-STRATEGIC AND INTERNATIONAL HRM

## Course Objective:

To enable the students to develop a strategic perspective of human resource management and understand the global HR management functions.

## Course Outcomes:

At the end of the course students should be able to understand

- How to frame strategies in the organization.
- Latest Trends and Future Scenario in Strategic Human Resource Management
- Basic concepts of Domestic and International HRM with its difference
- Implementation of HR Functions in Global Context
- Latest Trends and Future Challenges in International Human Resource Management

## UNIT - I

**Concept of SHRM:** Strategic HRM - Definition, Basis, Principles, and Aims – Concepts of SHRM, Perspectives on SHRM – HR Strategies: Overall HR Strategies, Specific HR Strategies – Strategic Role of HR - The Impact of HRM - Formulating HR Strategy.

## UNIT - II

**Strategic HR Systems:** Staffing systems - Reward and compensation systems – Employee and career development systems - Performance management systems – HR Systems: The Link to Business Strategy and Firm Performance - Domestic and international labour market.

## UNIT - III

**Global Perspectives of HRM:** Global Perspective - Nature, Drivers, Ripple Effects – Multiculturalism, Cultural Dimensions, Managing Across Cultures - Nature of IHRM: Defining International HRM, Differences between domestic and International HRM - Strategic IHRM: Nature of Strategic IHRM, organizational context of IHRM, Dimensions of strategic IHRM – Nature, Motives and extent of Mergers & Acquisitions – HR Interventions, Role.

## UNIT - IV

**International HR Functions:** HR Planning, Recruitment & Selection – Recent Trends in International Staffing – Expatriate Training – Theoretical Frameworks for CCT – Performance Management: Steps in Global PMS – Issues in Managing Performance in the Global Context – Assessing Subsidiary Performance. {T:3}

## UNIT - V

**Compensation and Other Issues in IHRM:** Compensation - Objectives, Philosophies, Theories & Strategy – Components of Compensation, Variables influencing Compensation – Compensation Packages – Repatriation: Benefits,

Challenges, Process – International Industrial Relations: Nature, Approaches, Key Players – HR Practices in Different Countries: China, Japan, USA. {T:3}

**NOTE: One case study be discussed – per unit – in the class**

### **Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Make a study of the training and development given to expatriates in an MNC.
2. Study the performance appraisal of an international employee as compared to the host country national.
3. Report on the process of recruitment and selection in an international firm.
4. Study the activities undertaken by at least two firms to fulfill their social responsibility

### **TEXT BOOKS:**

1. Michael Armstrong, Strategic Human Resource Management: A Guide to Action, 4E, Kogan Page Publishers, 2008, ISBN 074945556X, 9780749455569.
2. Dreher: Human Resource Strategy 1e, 2005 TMH.
3. K. Aswathappa & SadhanaDash, International HRM, 2E, Tata McGraw-Hill Education, 2013, ISBN - 1259084795, 9781259084799.

### **REFERENCE BOOKS:**

1. Tanuja Agarwala: Strategic HRM, Oxford, 2007.
2. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management: Managing People in a Multinational Context. 5E, Cengage Learning EMEA, 2008, ISBN - 1844805425, 9781844805426.
3. P. Subba Rao, International Human Resource Management, 1E, 2011, Himalaya Publishing House, ISBN - 978-93-5024-718-1.
4. Mello: Strategic HRM, Thomson, 2/e, 2007.