

DSE IV: MDG 606: CROSS CULTURAL HUMAN RESOURCE MANAGEMENT

Course Objectives:

The course aims to understand HRM concerns at the international stage. The course will provide an understanding of the impact of culture on human resource management practices across the globe and ways to manage cross cultural issues for MNCs and other organizations operating beyond their home markets.

Learning Outcomes:

At the end of the course students would be able to:

1. Understand the different meanings and dimensions of culture.
2. Introduce the various frameworks in international HRM.
3. Understand the impact of culture on HR practices.
4. Develop strategies for managing cultural issues in global organizations.

Course Contents:

Unit I

(2 Weeks)

What is IHRM; HR and “Strategic Fit”; Talent Management in a global business; Key global HR ideas (Employee Participation, Work-Life Balance, Ethics in Business, Employee Contribution, Employee Safety, Apprenticeships, State Controlled Free Trade, Militant Unionism); Protectionist perceptions and impact on HR; Immense variety in IHRM practices and policies.

References:

Dowling P.J., Festing, M. and Engle Sr., A.D.: International Human Resource Management, Cengage Learning. | Chapters 1 and 2

Bhattacharya, Mausami S. and Sengupta, Nilanjan: International Human Resource Management, Excel Books. | Chapters 1, 2, and 3

Unit II

(4 Weeks)

Emerging and growing business centres and economies; Ubiquity of and preference for local norms and HR practices; basic IHRM differences and cultural variables, Impact on doing business (Institutions, Distance, Power, Decision Making, People Management, Delegation, Corruption, Quality Benchmarks Etc.), Language and Interpretation challenges, High and Low context cultures, Gender biases, Employee Behaviour, interaction with social and governmental institutions, managing vendor and retail channels; PESTEL (focus on social,

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technological, environmental and legal factors); Availability of skilled manpower; Variety in perception of and attitudes towards IHRM by “local employees” and Corporate HR; Discrimination in policies towards home and non-home employees; Types of MNCs and Organizational structures and their impact on HR needs and HR management with specific focus on IHRM situations; Diversity and Sensitivity Trainings for all employees of an MNC; Approaches to staffing in IHRM.

References:

Dowling P.J., Festing, M. and Engle Sr., A.D.: International Human Resource Management, Cengage Learning. | Chapters 2, 3 5, 8 and 9

Bhattacharya, Mausami S. and Sengupta, Nilanjan: International Human Resource Management, Excel Books. | Chapters 4, 5, 9, 10 and 12

Unit III

(3 Weeks)

Employee needs at the corporate, home and non-home levels; Approaches to movement (ethnocentric, regiocentric, polycentric); Factors supporting the creation of a globally mobile workforce; Expatriates and inpatriates (PCN, HCN, TCN); Operating realities and availability of facilities and resources at home and non-home operations; Specific requirements of expatriation and inpatriation movements; Factors affecting movement decisions; Preparing and supporting employees for movements (both outward and inward); Specific situations of women and special needs managers; Evaluating performance of “moved” employees, Evaluation biases, Needs and issues; Global compensation practices and concerns, COLA, Reallocation expenses, Value of Money, Base for Salary, Tax management, Productivity Stabilisation time; Evaluating the impact of expatriation in performance and costs.

References:

Dowling P.J., Festing, M. and Engle Sr., A.D.: International Human Resource Management, Cengage Learning. | Chapters 5, 6 and 8

Bhattacharya, Mausami S. and Sengupta, Nilanjan: International Human Resource Management, Excel Books. | Chapters 6, 7, 11 and 14

Unit IV

(3 Weeks)

Stereotyping and related cultural issues and managing their impact on employees; Diversity, Managing diversity, Variations creating diversity, Managing diversity in hiring and other HR practices on an IHRM level; Industrial Relations, Cultural elements in IR, Concerns in

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transposing best practices and operating practices across cultures, IR situations across different countries and cultures, Ethics in IR and Employee management, Union Management by MNCs; Country specific factors affecting IHRM practices; Basic IHRM theories (Hertzberg's 2 Factor Theory, Hofstede's 4 Dimensions of Culture, Different interpretations of Maslow's Hierarchy of Needs across cultures); Leadership styles across different operating countries and cultures; Team management in IHRM situations and MNCs), Issues in managing globally diverse and dispersed teams; Recent trends in IHRM, Ethics, CSR, Employee activism, Developing organizational capabilities, HR Outsourcing, e-Enablement of HR activities, HR and IHRM as a source of competitive advantage, Rise of the Gig economy, Meeting the demands of international expansion, Managing the factors that influence the global work environment, IHRM and Control; Managing Cross-border mergers and acquisitions, Relevance, Concerns, Role of IHRM; IHRM as a Strategically important part of any organization, especially an MNC.

References:

Dowling P.J., Festing, M. and Engle Sr., A.D.: International Human Resource Management, Cengage Learning. | Chapters 2, 4, 9 and 10

Bhattacharya, Mausami S. and Sengupta, Nilanjan: International Human Resource Management, Excel Books. | Chapters 8, 11 and 13

Text Books: (latest editions should be referred to)

1. Dowling P.J., Festing, M. and Engle Sr., A.D.: International Human Resource Management, Cengage Learning.
2. Bhattacharya, Mausami S. and Sengupta, Nilanjan: International Human Resource Management, Excel Books.

Additional Readings: (latest editions of all books should be referred to)

1. Tarique, I., Schuler, R.S. and Briscoe, D.R.: International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM), Routledge New York.
2. Rosemary, Lucas, Lupton, Ben and Mathieson, Hamish: Human Resource Management in an International Context, Jaico Publication House.
3. Browaeys M.J. and Price R.: Understanding Cross Cultural Management, Prentice Hall.

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4. Edwards, T. and Rees, C., International Human Resource Management: Globalization, National Systems and Multinational Companies, London: Financial Times/ Prentice Hall.

Teaching and Learning Process:

This course will be taught using a mix of the following tools:

1. Case studies
2. Relevant and important articles from academic linked journals in the domain of Management such as Harvard Business Review, Strategy+Management and MIT Sloan Management Review among others of a comparable quality.
3. Research reports put out by management bodies such as McKinsey and Company, EY, KPMG and Deloitte among others.
4. Classroom discussions based on points 1-3 and other parts of the course contents.
5. Classroom presentations by the students on teacher assigned topics.

Assessment Method:

The total assessment of the course is for 100 marks and would be split as follows:

1. Semester end exam = 75 marks
2. Attendance = 5 marks
3. Internal = 20 marks (12 - class participation; 8 - term paper)

Keywords:

Outsourcing; Expatriates, Industrial HRM, IHRM in Mergers & Acquisitions; Stereotyping; Cultural Variables; MNC; COLA; Herzberg's 2 Factor Theory; Hofstede's 4 Dimensions of Culture; Maslow's Hierarchy of Needs; Skilled Manpower; Diversity; Protectionism