

HR227: Human Resource Management in Multinational Corporations

Course Instructor: Prof. Pulak Das

CEMS MIM Term 1: 2014-15

Course Objectives

The objectives of this course are to make the students aware and understand the complexities and challenges of managing human resources in multinational organizations. To manage human resources of subsidiaries spread across many countries and cultures, the managements of these organizations face a constant tension and trade off between HR policies and practice that are same across all their subsidiaries Vs policies that vary from country to country. For day to day operations, the country heads of MNC subsidiaries are quite often confronted with conflicting demands from home country head quarter and host country employees whose expectations and preferences are often couched in local culture, context and goals. Without adequate experience and expertise on business practices and cultural orientations of employees hired from many different countries even an expert country-head may fail to deliver. The course will cover some of the common problems faced by the management of these organizations and the way their senior managers deal with the varieties of pulls and pushes on their HR policies and practices.

Topics (tentative)	Tentative no. of sessions
1. International Business and Multinational Corporation: An Introduction	1
Reading reference: Chapter 1 of Reference 4	
2. HR Challenge faced by International Business organizations	2
Case: Yet to be decided	
3. National Culture and Human Resource Management	3
Case: Yet to be decided	
4. Business Internationalization and Challenge of Managing Diverse Workforce	2
Case: Yet to be decided	
4. Staffing the global enterprise: Recruitment and Selection	2
Case: Yet to be decided	
5. Employee Repatriation Management	1
Case: Yet to be decided	

6. Employee Development for International Assignment 1

Case: Yet to be decided

7. Performance Management of expatriates and foreign managers 2

Case: Yet to be decided

8. Management of Labor Relations in Global Firms 1

Case: Yet to be decided

9. HRM in International Joint Venture 2

Case: Yet to be decided

10. HRM in International Merger and Acquisition 2

Case: Yet to be decided

Pedagogy: The course will be conducted as a mixture of lecture on conceptual issues and case based discussion on selected topics. A small introductory lecture will be given on different critical HR areas to prepare the students to understand the challenge faced by an MNC. After this introduction, a real life case will be discussed to understand the processes used by an MNC to design and execute certain types of HR policies. Prior reading of the cases and class participation are desired. Class participation will be monitored and assessed both on frequency as well as quality of questions asked and preparations shown by answering instructor's questions. All reference books specifically referred to in the topic list will be available in the library under overnight section all the time.

Evaluation:

A quiz during mid term week	40%
A comprehensive end term exam	50%
Class Participation during lecture as well as during case presentation	10%

Text Book: Yet to be decided

References:

1. International Management: Culture, Strategy & Behavior- R. M. Hodgets, F. Luthans, & J.P. Doh, Irwin McGraHill 2006
2. International Human Resource Management: text and Cases- K. Aswathappa & Sadhana Das, Tata McGraw Hill 2010

3. International Human Resource Management- Dennis R Briscoe and Randal S. Schuler, Routledge, 2004
4. The Regional Multinational: MNEs and “Global” Strategic Management- Alan M. Rugman, Cambridge University Press, 2005.
5. International organizational behavior: Text, Reading, Cases & Skills- Anne M. Francesco & Barry Allen Gold, Prentice Hall, 1997.
6. Culture of the Organization: Software of the mind- G.Hofstede, McGraw Hill,1997.
7. Trompennar, Fons & Hampden-Turner, Charles, Riding the Waves of Culture: Understanding Cultural Diversity in Business, London: Nicholas Brealey Publishing, 2004.
8. Chris Brewster, Paul Sparrow & Guy Vernon- International Human Resource Management, Universities Press, 2008.
9. Managing Human resources in cross-border alliances- Randal S. Schuler, Susan E. Jackson & Yadong Luo, Routledge 2004