



**MANGALORE UNIVERSITY**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**MBAS 559: GLOBAL HUMAN RESOURCE MANAGEMENT**

Workload : 04 hours per week  
Examination : 03 hours & 70 marks  
Objective : To expose the students to the concepts, principles and the changes occurring in the field of HRM at the national and international levels with global contemporary business examples.  
Pedagogy : Lectures, Assignments, Practical exercises, case studies, seminars, Role play Game play.

**Chapter 1: Introduction to Global HRM** - nature and scope, domestic versus Global HRM, types of global business, Globalisation and HRM, Impact of national culture on HRM and employee management issues, multi-culturalism, HRM in Cross-Border Mergers & Acquisitions, the Role of HR Departments in MNCs – Competencies for International HR Managers.

**Chapter 2: Theoretical framework** – Approaches to the study of GHRM – Convergence Theory, Marxist theory, cultural approach, Hofstede model and Trompennar Model – Confucian Dynamism - Andre Lawrent, Models of International HRM – Pooles adaptation of the Harvard Model – Brewster and Bournois Model, Organisational structure and design in global organisations.

**Chapter 3: International staffing** – policies and practices, techniques and sources of global recruitment, selection process, global labour market differences, global compensation factors, components, approaches and cultural impact on compensation, global compensation practices and recent trends in global staffing – expatriates failures & their minimization.

**Chapter 4: Global Management Development** – role of expatriate training, pre-departure training, development of staff and international assignments, training strategies, HCN & TCN training, repatriate training, emerging trends in training.

**Chapter 5: Performance management** – significance and concerns of performance management, setting individual performance goals, performance variables, performance appraisal for expatriates, feedback, linking rewards and results, challenges in managing performance, country – specific management practices.

**Chapter 6: Repatriation** – Re-entry and career issues, culture shock, benefits from repatriates, challenges of re-entry, repatriation process, managing repatriation, designing a successful repatriation programme.

**Chapter 7: Comparative Labour Relations** – Key issues, international pressures on national practices, multinational ownership and collective bargaining, women in global business, Quality Circles, participative management, responses of Labour Unions to MNCs.

**Chapter 8: Global HRM practices** – an overview of HRM in USA, UK, Japan, West Germany, China & India, innovative management techniques and their influences, social responsibility and global business ethics and International HR managers, future of GHRM.

**References:**

1. Evans, Pucik&Barsoure, The Global Challenges – Framework for International Human Resource Management - Tata McGraw Hill/Irwin.
2. Peter J. Dowling and Welsh – International Human Resource Management - Thomson Publications.
3. Aswathappa, K &Sadhna Dash– International Human Resource Management - McGraw-Hill.
4. Tony Edwards & Chris Rees, International Human Resource Management - Pearson Education.
5. Monir H. Tayeb– International Human Resource Management, OxfordUniversity Press.
6. Rao P.L. – International Human Resource Management - Excel Books.
7. Dennis R. Briscoe and Randall S.Schuler- International Human Resource Management, Routledge Publications.Hilary Harris- Chris Brewester and Paul Sparrow Publications,
8. Hilary Harris, Chris Brewester and Paul Sparros– International Human Resource Management- Routledge Publications.
9. Bartlett C., Ghoshal S. and Birkinshaw, J– Transnational Management: Text, Cases and Readings in CrossBorder Management, Boston, M.A. McGraw-Hill/Irwin
10. Geert Hofstede (1980) – Cultures, Consequences: International differences in work related values-Sage Publishers.
11. IAN BeardWell& Len Holden - Human Resource Management- Macmillan Publishers.
12. Gary Dessler, Human Resource Management, Prentice Hall.
13. Willy McCourt and Derek Eldridge- Global Human Resource Management- Edward Elgar Publishing Ltd.
14. Gordon Redding& Bruce W Stening - Cross-Cultural Management-Edward Eelgar Publishing Limited.

