



**RV Institute of Management**  
**Bangalore**

**Course Docket**

**4<sup>th</sup> Semester MBA**

**INTERNATIONAL BUSINESS DYNAMICS**

**Subject Code 4.1**

**Affiliated to**

**Bangalore Central University**

**Subject taught by**

**Dr. Maruthi Ram.R**

**Dr. Anupama Malagi**

**Prof. Anitha D'Silva**

**2017 – 2018**

**The articles and the reading materials contained in this docket are for class  
room discussions only**



Rashtreeya Sikshana Samithi Trust

## **R V Institute of Management**

CA – 17, 36<sup>th</sup> Cross, 26<sup>th</sup> Main, 4<sup>th</sup> T Block Jayanagar, Bangalore – 41

<b>Course</b>	MBA programme
<b>Batch</b>	2016-2018
<b>Semester</b>	IV
<b>Subject Name</b>	International Business Dynamics Subject Code 4.1
<b>Credits</b>	4 credits per week
<b>Total hours</b>	40 sessions
<b>Course Instructors</b>	Dr. Maruthi Ram.R Dr. Anupama Malagi Prof. Anitha D'Silva

### **Part A**

#### **Introduction**

“A Merchant has no nation” is a popular saying. In line with this we have a popular quote from our scriptures called ” Vasudhaiva Kutumbakam” meaning whole world is a family. So also all the popular adjectives “Global Village” “Global Hut” etc. In this context the subject “International Business Dynamics” plays a vital role in bringing in-depth knowledge about integration of economics. International Business concerns those firms that do not restrict their processes to a single state or populace. International business dissects the reasons for the existence of firms engaged in International business, how they flourish in the intricate and unpredictable international environment, and what their undertakings mean for the countries in which they do business. Culture, language, political systems, geography, and socio-economic factors all influence a company’s business practices. Therefore, expanses of study comprise of the challenges of managing international companies, whether enormous or diminutive; the rudiments of strategic management; cross-cultural management; globalization; and the regulation and politics of international business.

Students who aspire to intensify their understanding of global markets need to study international business, since it delivers insights into the global economic and business climates. International business studies encompass topics across countries beyond boundaries.

## **Course Outcomes**

**After the successful completion of the course students will be able to ...**

- CO1: Understand some business organizations and how they operate in an international environment, Cross cultural management
- CO2: Recognise impact of international influences on overall business and conflict management.
- CO3: Understand the significance of trade blocks, WTO and strategic
- CO4: Demonstrate the increased confidence level the ability to take up a career in international business.
- CO5: Get ready for the future challenges in the globalised economy, strategic issues and technology transfers.

## **Module wise key concepts:**

### **Module - 1**

- Domestic and international business
- Organisation Competitive advantage
- International Business environment
- Cross cultural management
- Demographic and Economic environment
- levels of culture,
- models to aid international managers

### **Module – 2**

- Routes of globalization,
- Modes of International Business-Organizing international business
- factors influencing choice of a design,
- Issues in organization design.
- Conflict management, reconciliation, adjudication and arbitration issues,
- Supporting Institutions, Negotiations.

### **Module – 3**

- WTO and its functions
- International Strategic alliance
- Regional Trade Blocks, Integration between countries,
- Levels of integration and impact of integration.

#### **Module – 4**

- Theories of global trade
- Exim trade policy
- Exim Bank functions
- Comparative advantages
- FDI in world economy

#### **Module – 5**

- Corporate Social responsibility
- Global Ethics
- National difference in Ethics
- Global E-business
- E-commerce in India

#### **Module -6**

- Global Operations management
- Strategic issues in Operations management
- Technology transfers
- Issues arising in technology transfers

### **Module wise outcomes**

#### **Module 1**

MO 1 To identify the difference in domestic and international business.

MO 2 To demonstrate the use of International environment in Business.

#### **Module 2**

MO3 To recognize the Globalization routes

MO4 To prepare the students to understand International Conflict management

#### **Module 3**

MO 5 To recognize the World trade organization and its importance

MO6 To illustrate the trade blocks and their uses.

#### **Module 4**

MO7 To understand global trade theories

MO8 To evaluate Foreign direct investment and its significance

#### **Module 5**

MO 9 To define and illustrate the Global business ethics

MO 10 To create awareness about E-commerce

#### **Module 6**

MO11 To identify the Competitive advantages of global operation management

MO12 To analyse the technology transfers & devise methods to understand Contemporary issues in Global marketing

### **Pedagogical Methods and Tools**

- Lecture method and activity based learning
- PPTs
- Classroom discussions and interactions
- Videos of eminent speakers and experts from the field
- Multimedia case presentations,
- Group and individual Presentations
- Mini projects

### **Course Evaluation Plan**

Sl.No.	Criteria	Weightage
1	Attendance	5
2	Internal Exam	5
3	Assignment	10
4	Mini Project	10

### **Text Books**

1. Francis Cherunilam; International Business, Prentice Hall Of India, 5th Edition,
2. Charles Hill, International Business, McGraw-Hill-Irwin, 9th Edition, 2012.

3. P. Subba Rao , International Business, Himalaya Publications, 2<sup>nd</sup> Edition
4. John Daniels, Lee Radebaugh and Daniel Sullivan, —International Businessll, Prentice Hall,13th Edition, 2010

### **Books to be referred**

1. Shyam Shukla, International Business, Excel Books
2. Andrew Harrison Et Al; International Business; Oxford, 2006
3. Richard M Hodgetts And Fred Luthans, —International Managementll, McGraw-Hill, 5th Edition, 2003
4. Anant K Sundaram &J Stewart Black, The International Business Environment, Prentice Hall Of India, 1998

### **Course facilitator details**

**Name: Dr. Maruthi Ram.R**

**Designation: Professor**

**Mobile No.: 9008101983**

**E-Mail ID: maruthiramramaswamy.rvim@rvei.edu.in**

**dr.rmram@gmail.com**

---

**Name: Dr. Anupama Malagi**

**Designation: Associate Professor**

**Mobile No : 9448079735**

---

**Name: Dr. Anitha D'Silva**

**Designation: Senior Asst. Professor**

**Mobile No : 9742278574**





## Part B

### Session Plan

Session Nos	Coverage to the	Pedagogy / Activity	Chapter of the book & supplementary reading	Assignment
1	Module 1: Introduction of domestic and global business, Evolution, Drivers and Challenges of IB as compared to Domestic Business	Lecture PPTs Classroom discussions	Book 1 Chapter 1 Book 2 Chapter 2 Article 1: Cultural Differences Are More Complicated than What Country you're from By Andy Molinsky January 14, 2016 Harvard Business Review	
2	National and organizational competitive advantage over the world			
3	Active players in multinational business.			
4	The International environment of IB - Political, Legal,			
5	Technological, Cultural, Demographic and Economic environment			
6	Cross-cultural management			
7	levels of culture, models to aid international managers			
8	Module 2: Globalization, Routes of globalization	Lecture PPTs Classroom discussions Case: Dispute Settlement between Developing Countries: Argentina and Chilean Price	Book 1 Chapter 12 Book 2 Chapter 6 Article 2: Globalization and its Impacts on the World Economic Development International Journal of Business and Social Science Vol. 2 No. 23, 2011	
9	Modes of International Business-Organizing international business			
10	international designs, factors influencing choice of a design			



11	Issues in organization design. Conflict management	Bands		
12	adjudication and arbitration issues			
13	Supporting Institutions, Negotiations.			
14	Module 3:WTO And Trading Blocks	Lecture PPTs Classroom discussions Case: Case: Cross-Cultural Management	Book 1 Chapter 5 Book 2 Chapter 7 Article 3: The social responsibility of international business: From ethics and the environment to CSR and sustainable development	
15	WTO and LPG policies			
16	Its Implications on India— Regional Trade Blocks			
17	Integration between countries			
18	Levels of integration and impact of integration. International strategic alliances			
19	Nature, benefits, pitfalls, scope, how to make alliances work			
20	Module 4: Global Trade And Investment - Theories of global trade and investment	Lecture PPTs Classroom discussions Case:	Book 1 Chapter9 Book 2 Chapter 5	Assignment 1 <b>“Social responsibility/ Ethical issues/ Best practices”</b>
21	Mercantilism, theory of absolute advantage, theory of comparative advantage			
22	factor endowment theory, product life cycle theory, Porter’s national competitive advantage.			
23	FDI- in World Economy, horizontal and vertical FDI, benefits of FDI to home and Host Country			
24	FDI- Indian Scenario. EXIM TRADE- Export and Import financing			
25	Export marketing, EXIM policy, Balance of payments			

26	Roles of Institutions connected with EXIM trade.			
27	Module 5: Global Ethics And E-Commerce	Lecture PPTs Classroom discussions Case:	Book 1 Chapter 22 Book 2 Chapter 13	Mini Project <ul style="list-style-type: none"> <li>➤ International Business Environment</li> <li>➤ Impact Of Culture On Employees And Business</li> </ul>
28	Social responsibility and ethical issues in international business			
29	national differences in ethics and social responsibility			
30	codes of conduct for MNC's			
31	Global E-Business, Conceptual Analysis			
32	Advantages and Disadvantages of E-Business			
33	E-Commerce in India.			
34	Module 6: Global Business Operations	Lecture PPTs Classroom discussions Case:	Book 1 Chapter 27 Book 2 Chapter 18	
35	Global- Operations management and competitive advantage, strategic issues in operations management			
36	Manufacturing Management, Logistics Management and Procuring, Technology transfers – issues arising out of technology transfers			
37	Issues arising out of technology transfers. Marketing Management, benefits of international markets			
38	major activities in international marketing Human Resource Management			
39	Approaches, Expatriation and Repatriation Process, Training, Compensation, Industrial Relations			
40	Revision	Discussion		





Rashtreeya Sikshana Samithi Trust

# **R V Institute of Management**

Jayanagar , Bangalore

## **COURSE DOCKET- IV SEM MBA**

### **STRATEGIC HUMAN RESOURCE MANAGEMENT**

**(4.4.1)**

**FEB 2018-JUNE 2018**

**DR ANUPAMA K MALAGI**

**ASSOCIATE PROFESSOR**

**RVIM**

*All articles contained in this docket are for classroom discussions only.*

**COURSE DOCKET for IV Sem**

Subject code	<b>4.4.1</b>
Subject	<b>Strategic Human Resource Management</b>
Semester	<b>IV A</b>
Total No.of sessions	<b>40</b>
Each session	<b>1.5 Hrs( 90 minutes)</b>
Name of the faculty	<b>Dr Anupama K Malagi</b>

**PART A**

**Introduction:**

With increasing competition, the technological, socio-cultural and economic changes have triggered the need for constantly developing the human resources. HRD is no longer limited to the confines of a departmental activity, now it finds a place even in the vision and mission statements of the companies. The need to survive in the ever changing business world demands a well- developed pool of human resources with strategies. Effective organizations are increasingly realizing that, of the varied factors that contribute to performance, the activities it undertakes, and the environment in which it operates , its success is determined by the decisions its employees make and the behaviours in which they engage.

**Course Outcomes:**

At the successful completion of this course, students will have demonstrated the ability to:

CO1: Critically analyze the perspective of strategic human resource management and its application in organizational progress

CO2: Evaluate the role and impact of mergers and acquisitions in formulating strategic Human Resource strategies

CO3: Understand, appreciate, and apply various tools and techniques aimed at formulation, implementation and evaluation of various human resource strategies.

CO4: Inculcate the desired mindset and qualities to think from the strategic perspective .

CO5: Be empowered with the required knowledge and skill sets to understand the relevance of HR Strategy with overall corporate strategy in the present context.

### **KEY CONCEPTS:**

#### **Module 1:**

HR Environment in knowledge economy, Evolution of SHRM, Strategic HR and Traditional

HR, Role of HR in Strategic Planning, **Emerging issues in HRM**

#### **Module 2:**

Strategic fit frameworks, linking HR strategy with business strategy, HR Bundles approach, best Practice approach Measures of HRM performance, sustainability, competitive advantage through unique practices. **Discussion about best practices adopted in organizations. (Cite HR)**

#### **Module 3:**

HR systems- staffing systems, reward and compensation systems, employee and career

development systems, performance management systems.

#### **Module 4:**

Strategic options and HR decisions, Downsizing and Restructuring, Domestic and International Labour Market, outsourcing& offshoring

#### **Module 5:**

Strategic role of HR in Mergers & Acquisitions, Portfolio process, strategic responses

**Module 6:**

Activity- Interview with CEO on strategic responses of organizations to changing environment

Data collection and analysis on strategic responses of organizations

**Module-wise outcomes:****Module 1:**

**MO1:** To make the students understand and examine the HR environment

**MO2:** To enable the students to appreciate the evolving role of HR

**Module 2:**

**MO3:** To make the students understand and apply the concept of linking HR strategy with business strategy

**MO4:** To facilitate the students in applying the various approaches in HR strategy

**Module 3:**

**MO5:** To appreciate and understand the contemporary practices in staffing

**MO6:** To analyse the importance of performance management system

**Module 4:**

**MO7:** To critically examine the role of HR in mergers & Aquisitions

**MO8:** To expose the students to the contemporary practices in real life scenario

**Module 5:**

**MO9:** To facilitate application of knowledge regarding portfolio process

**MO10:** To apply the knowledge regarding strategic role of HR in M&A

**Module 6:**

**MO11:** To conduct a study (using primary data) to validate the strategic role of HR in organizations

**Pedagogical methods/Instructional tools used:**

1. Lecturing using PPT along with class discussions
2. Case studies and discussions
3. Live projects and assignments( Individual and Group)
4. Interaction with strategic leaders and visit to organizations
5. Role plays
6. Industrial visits
7. Workshops & Guest lectures

**Evaluation Plan:**

**Attendance & Class Participation: 5 marks**

**Preparatory exam( Announced) : 5 marks**

**( For 70 Marks- 3 Hrs)**

**Assignments/ Case study : 10 marks**

**Mini Project : 10 marks**

**Reference Books Recommended:**

Sl No	Name of the Book	Name of the Author/s	Name of the Publisher
1	Strategic HRM	S P Mathur	New Age International Publishers
2	Human Resource Management	Uday Kumar Halder& Jutika Sarkar	Oxford University Press
3	Strategic Management:Text and cases	Prasad, Kesho	PHI Learning
4	Strategic Human	Mello- Jeffrey	Cengage Learning Inc.



	Resource Management		India Edition
5	Strategic Human Resource Management	Agarwala, Tanuja	Oxford University Press
6	Strategic Human Resource Management	Greer, Charles	Pearson Education

**Course Facilitator: Dr Anupama K Malagi**

**Email.id [-anupama.rvim@rvei.edu.in](mailto:-anupama.rvim@rvei.edu.in)**

**Ph: 9448079735**

## PART B

### Session Plan 2018

Session	Coverage of the Key concepts	Pedagogy/Activity	Reading material to be referred
1	<b>Introductory session</b>  Introduction to the subject Overview of Modules and concepts  Relevance of strategic planning in today's context  Overview of the modules and concepts	Lecture and Discussion	Reading 2.1- page 63, from SHRM by Jeffrey Mello, Cengage publications
2	Module 1: H R environment; HRM in Knowledge economy, Meaning and relevance of knowledge workers, managing these resources ; How the knowledge economy is managed Concept of SHRM and Investment Perspective of SHRM  Case studies	Case study discussion	Human Resource Management- Gary Dessler  Reading 4.1 SHRM: An organizational learning perspective by Jesus M Rodrigues Pg 170
3	Historical Background  -Evolution of SHRM -Strategic HR vs Traditional HR -Barriers to strategic HR role -Role of HR in strategic planning	Lecture & Discussion method	Strategic HRM- S P Mathur

4	Presentations by students regarding the need and relevance of strategic HRM	Student presentations	
5	<p>Module 2:</p> <p>Need and significance</p> <ul style="list-style-type: none"> <li>-Strategic fit frameworks</li> <li>-Linking business strategy and human resource planning</li> </ul> <p>The topics will be discussed in accordance to the present scenario and using live case studies. The methodology adopted will be interactive method and students will be asked to identify successful organizations and make presentations.</p>	Case study : First Tennesse National Corp	<p>Human Resource Management- Mirza Saiyaddin</p> <p>Reading 3.1 HR and the Resource based view of the firm by Patrick M Wright, Benjamin B Dunford Pg 114, SHRM-Jeffrey Mello, Cengage publications</p>
6	<p>Approaches towards strategic HRM:</p> <ul style="list-style-type: none"> <li>-HR bundles approach</li> <li>-Best practice approach</li> </ul> <p>The best practices followed and accepted globally will be identified and discussed. The students will be asked to gather information about these best practices.</p> <p>Case studies</p>	Case study: Strategic reorganization at General Motors	Strategic HRM- S P Mathur
7	Discussion regarding Business strategy and human resource planning;	Case Study: Strategic Reorganization of	Human Resource Management- VSP Rao

	<p>Linkages between HRM and the Firm's performance will be discussed</p> <p>The various applicable measures of HRM performance will be discussed and also the sustainability in terms of competitive advantage</p> <p>Case study</p>	HR Function at Wells Fargo Bank	
8	<p>Sustainability in terms of competitive advantage</p> <p>Unique HR practices and their impact on the organizational performance.</p> <p>Case studies</p>	Case Study: CEO succession planning at General Electric	Human Resource Management-SSKhanka
9	<p>Module 3</p> <p>The various dimensions of HR systems will be discussed including - staffing systems</p> <p>-Reward and compensation systems</p> <p>-Employee and career development systems</p> <p>The various aspects of career development and the pre requisites for progress in career will be discussed.</p> <p>Case studies</p>	Discussion	<p>Reading 8.3- Designing and implementing Global Staffing Systems-Darin Weichmann, Ann Marie Ryan Pg. 378</p> <p>Strategic Human Resource Management- Jeffrey Mello</p>
10	<p>Performance management systems</p> <p>Discussion regarding various strategic management frameworks.</p> <p>Case study discussion</p>		Performance Management systems-B D Singh

11	<p>Module 4</p> <p>Contemporary issues pertaining to strategic options available and appropriate HR decisions</p> <p>Case Study</p>	<p><b>Case: If HR were really strategically proactive: Present and future directions in HR's contribution to competitive advantage</b></p>	<p>Reading 5.3- page 233, from SHRM by Jeffrey Mello, Cengage publications</p>
12	<p>Discussion regarding HR decisions related to downsizing and restructuring of the existing workforce;</p> <p>This will be discussed in the context of Domestic and International Labour markets.</p> <p>Case studies pertaining to this will be discussed</p>		<p><b>International HRM- Monir Taiyeb</b></p>
13	<p>Contemporary issues related to mergers and acquisitions : Discussion regarding how organizations work in terms of human resource planning, training, and in terms of deciding the compensation packages.</p> <p>Case study discussion</p>		<p><b>Strategic HRM- S P Mathur</b></p>
14	<p>Discussion on outsourcing and offshoring; The relevance in the present organizational context.</p>	<p>interactive method</p> <p>Lecture and Discussion method</p>	<p><b>Strategic Human Resource Management- Jeffrey Mello</b></p>

	<p>The methodology adopted will be interactive method. Students will be asked to collect information regarding the new concepts and to make presentations.</p> <p>Case study will be discussed</p>		
15	<p>Module 5</p> <p>Discussion regarding the changing environment;</p> <p>How organizations respond to the changing scenario;</p> <p>Strategic responses of the organizations to the changing scenario.</p> <p>Case study</p>	Case Study	<p>HRM in Practice- Srinivas Kandula</p>
16	<p>Portfolio process: Discussion regarding the changes taking place in terms of structure related responses.</p> <p>Discussions regarding recent situations;</p> <p>Analysis of case studies</p>		<p>Strategic HRM – S P Mathur</p>
17	<p>Equal remuneration</p> <p>Discussion about the various approaches towards fair remuneration;</p> <p>Presentations to be made by the students</p>	Case study discussion	<p>Human Resource Management-Dr.Anjali Ghanekar</p>
18			

	Case studies will be discussed and students will  make the presentations.		
19	Case Study Analysis pertaining to the changing scenario in terms of  responses to the changing environment  Case studies will be discussed.		
20	Discussion regarding the portfolio process ; essentials of the portfolio process  Case study	<b>Lecture and discussion method</b>	<b>Managing Human Capital-R P Mohanty</b>
21	Case Study session Discussion regarding the need and significance  of strategic responses  Related case studies	<b>Classroom discussion</b>	<b>Strategic Human Resource Management- Jeffrey Mello</b>
22	Mergers and acquisitions ; Need for strategic HR  Discussion about the recent mergers and acquisitions and its impact on the organizational performance  Related case studies	<b>Case study and discussion</b>	<b>News Paper articles</b>
23	Discussion regarding the impact of mergers on the human resource planning in the organization; Impact of takeovers or acquisitions	<b>Lecture and discussion</b>	Reading 2.1- page 63, from SHRM by Jeffrey Mello, Cengage publications

	on the HR strategies of the organization  Specific case studies related to these situations.		
24	Emerging issues in strategic management  Discussion about emerging issues in employee Welfare  Welfare of human employee  Preferential treatment	Lecture and discussion	Human Resource Management- Uday Kumar Haldar & Jutika Sarkar
25	Emerging Issues  Case studies	Lecture and discussion	Strategic Human Resource Management- Jeffrey Mello
26	Emerging issues in Employee engagement	Case studies	Strategic Human Resource Management- Jeffrey Mello
27	Emerging issues in performance management	Brainstorming	
28	Emerging issues in organizational restructuring	Case studies Lecture and Discussion method	Strategic Human Resource Management- Jeffrey Mello
29	Issues pertaining to contemporary recruitment practices	Guest lecture from Industry expert	
30.	Contemporary issues pertaining to	Lecture and	News paper articles



	employee engagement practices	discussion methods	
31	Emerging issues in terms of mergers and acquisitions	Lecture and discussion method	Research using secondary data
32	Contemporary issues pertaining to performance appraisal methods used in present day organizations	Discussion method	Reading 2.1- page 63, from SHRM by Jeffrey Mello, Cengage publications
33	Revision of topics completed	Discussion	
34	Assessment/ Evaluation	Open book assessment	
35	Preparation for conduct of interview	Discussion method	
36	Activity pertaining to the conduct of interview with CEO/ Authorised person to collect data on strategic responses  Preparation of Questionnaire		
37	Group activity for the students Orientation	Discussion	
38	Presenting the data collected in the form of a report.  Students will asked to make presentations based on the information gathered during the interview.	Presentation	
39	REVISION /Activity Presentations by students		
40	Activity/ Revision		





**Rashtreeya Sikshana Samithi Trust**

**R V INSTITUTE OF MANAGEMENT**  
**MBA PROGRAMME**

---

**COURSE DOCKET**  
**FOR**  
**TALENT AND KNOWLEDGE**  
**MANAGEMENT**

**BATCH – 2016 TO 2018**

**Course Facilitator:**

**Ramya S**  
**Assistant Professor**  
**HR Department**  
**RVIM**

**The articles and other materials used in this docket is for classroom discussions only**

## **COURSE OUTLINE**

<b>Course Title</b>	<b>Talent and Knowledge Management</b>
<b>Batch</b>	<b>2016-2018</b>
<b>Term</b>	<b>4</b>
<b>Course ID</b>	<b>4.4.3</b>
<b>Credits</b>	<b>4</b>
<b>Faculty</b>	<b>Ms. Ramya S, Assistant Professor</b>

### **PART A**

#### **Introduction:**

In today's competitive world, talent management is a necessary requirement for organisational success. The 'talent' in an organisation represents the current employees and the valuable knowledge, skills and competencies possessed by them. Retaining talent and systemically developing them to fill future positions in the organisation is extremely important for organisational functioning but remains a significant challenge.

The course focuses on talent management strategies and initiatives which are integrated with organizational strategy and bottom line objectives. The purpose of this course is to provide students with a balanced theoretical and practical understanding of talent and knowledge activities in a range of organisatioanl contexts. In addition, this course will equip students with necessary skills and knowledge required for talent recognition, management, retention and development. The students will develop knowledge and skills to enable them to engage in a range of activities associated with talent management including the recruitment and selection of staff, the management and reward of performance, training and development and diversity management.

#### **Course Outcomes:**

By the end of this course, a student will be able to:

- **C01-** Identify and describe various talent friendly organisations and implement the necessary tools for the success of the organisation.
- **C02-** Analyse Talent Management System and Building Blocks for evaluating employee potential.
- **C03-** Identify and analyse the emerging trends in talent management by designing talent planning and estimating Talent Development Budget.

- **C04-** Assess returns on talent and develop Talent Management Information System for the company.
- **C05-** Analyse and design the organisational Talent and Knowledge Management practices by effective utilisation of Knowledge Management Portal.

## **Key Concepts**

### **▲ Module 1**

- Engine of new economy
- Leveraging talent
- Talent value chain
- Elements of talent friendly organizations
- Effective use of Talent.

### **▲ Module 2**

- Existing talent management practice
- Talent Management System
- Building blocks of talent management system
- Managing Talent for Competitive Advantage
- Modern practices in talent management
- Talent management and Social Media
- Emerging Trends in Talent Management
- FIRO – B

### **▲ Module 3**

- Talent Planning
- Cross functional capabilities and fusion of talents
- Talent development budget and Value driven cost structure
- Contingency plan for talent, Building talent and Leadership coaching

### **▲ Module 4**

- Return on Talent
- ROT measurements
- Psychometrics for TM

### **▲ Module 5**

- Developing TMIS
- knowledge management and its framework
- Knowledge centric organizations
- Designing Knowledge management strategy
- Knowledge management metrics and audit

#### ▲ **Module 6**

- knowledge management practices (Conduct interviews with senior executives of a company)
- Focus Group Discussion (Minimum one FGD on Knowledge Management Portal)

### **MODULE WISE OUTCOMES:**

#### **MODULE 1**

By the end of this module, a student will be able to:

- **M01-** Distinguish between talent and knowledge workers.
- **M02-** Apply Talent Value Chain.
- **M03-** Describe elements of talent friendly organization.

#### **MODULE 2**

By the end of this module, a student will be able to:

- **M04-** Describe Talent Management System and Building blocks of TMS.
- **M05-** Apply modern practices in HR activities.
- **M06-** Explain the impact of social media on Talent Management

#### **MODULE 3**

By the end of this module, a student will be able to:

- **M07-** Design talent planning for HR Planning
- **M08-** Estimate Talent development budget and cost structure
- **M09-** Formulate contingency plan for talent

#### **MODULE 4**

By the end of this module, a student will be able to:

- **M010-** Assess Return on Talent
- **M011-** Develop Talent Management Information System

## MODULE 5

By the end of this module, a student will be able to:

- **M012-** Identify knowledge centric organisations
- **M013-** Design knowledge management strategy
- **M014-** Describe knowledge management matrix and audit

## MODULE 6

By the end of this module, a student will be able to:

- **M015-** Analyse the organisational talent and knowledge management practices
- **M016-** Describe Knowledge Management Portal

### Instructional or Pedagogical tools used:

- Power Point Presentation, Lecture and Discussion
- Case study and Articles
- Concept related classroom activities
- Team Projects (Student presentation)
- Role plays
- Group Discussion and Debate
- Talent Management Magazine (Online Subscription)

### Details of Evaluation plan

	Weightage (%)	Duration (Minutes)	Open/Close Book
Internal Assessment	30%	-	-
End Term Exam	70%	180	Close Book

### Details of Evaluation components of Internal Assessment (30%)

S.N.	Type of Assessment	Weightage	Schedule in the session plan
1	Attendance	5%	Will be calculated at the end of the semester
2	One internal tests ( <i>Surprise</i> )	5%	Will be conducted in the mid of the semester.

3	Case study presentation <ul style="list-style-type: none"> <li>• Personal development plan</li> <li>• Case study analysis</li> </ul>	(5+5)=10%	At the end of 20 <sup>th</sup> Session & 30 <sup>th</sup> Session
4	Mini project <ul style="list-style-type: none"> <li>• Interview- Senior executives on TKM Practices+ Report</li> </ul>	10%	At the end of syllabus

**Reference Books/ Textbooks/Articles/ Cases to be referred:**

Sl. No.	Particulars	Author
1	<b>Textbooks:</b> <ul style="list-style-type: none"> <li>• Knowledge Management – A Tool for Business Development</li> <li>• Knowledge Management – A Guide for Your Journey to Best-Practice Processes</li> <li>• The Talent Management Handbook- Creating Organizational Excellence by identifying, Developing and Promoting Your Best People</li> </ul>	Reddy R.B Tata McGraw –Hill Edition Berger A.L. and Berger R.D
2	<b>Articles/ Research papers:</b> <ul style="list-style-type: none"> <li>• Introduction to Talent Management</li> <li>• A study on existing talent management practice and its benefits across industries</li> <li>• Creating a Talent Management System for Organization Excellence: Connecting the dots</li> <li>• Competencies: The First Building Block of Talent Management</li> <li>• Gallup Study: Engaged Employees Inspire Company Innovation</li> <li>• Cambridge healthcare management</li> <li>• Talent Management and Succession planning</li> </ul>	William J. Rothwell, Ph.D., SPHR, The Pennsylvania State University University Park, PA M. Dhanabhakyaam & K. Kokilambal  Berger A L  Murray M.Dalziel  Source: <i>Gallup Management Journal (GMJ)</i> Source: <a href="http://www.kronos.com">http://www.kronos.com</a> Senthilkumar& Dr.Kumudha James A. Cannon Rita McGee



	<ul style="list-style-type: none"> <li>• Talent Management: The Key to Organizational Success</li> <li>• Oracle Fusion Talent Management Overview</li> <li>• Workplace 2025: Five Forces, Six New Roles and a Challenge to HR</li> <li>• Return on Talent</li> <li>• Return on Talent Measurement–Practical Issues</li> <li>• The ROI of Talent Development</li> <li>• KM Strategies</li> </ul>	<p><i>Source:</i> Oracle Fusion TM Overview April 2011  Author: Oracle HCM Product Strategy Oracle  John Boudreau  Shyamal Banerjee  Prof. Shirish Raibagkar</p> <p><b>Source:</b> Club of Economics in Miskolc, TMP Vol. 1, pp. 51–58. 2002</p> <p>Sarah Perez  DEZSÔ SZAKÁLY</p>
3	<p><b>Case studies:</b></p> <ul style="list-style-type: none"> <li>• Effective use of Talent Management at TCS</li> <li>• Managing Talent for Competitive Advantage: The Case of Reuters</li> <li>• The changing landscape of retail</li> <li>• Cross Cultural misunderstanding in the workplace</li> <li>• A Knowledge Management Case Study in Developing, Documenting, and Distributing Learning</li> </ul>	<p><i>Source:</i> <a href="http://www.tcs.com">www.tcs.com</a>  <b>Source:</b> Ashton Chris (2005), “Managing talent for competitive advantage”, Vol.4, Issue.5, Jul-Aug 2005.  Source:  <a href="http://www.valuingyourtalent.com">www.valuingyourtalent.com</a>  Murray E. Jennex  Hynes, Martin K.</p> <p>San Diego State University, USA</p>

### Supplemental Reading Material:

You will be asked within the first two weeks to subscribe to the Talent Management Magazine. It is a free publication that has lots of practical tools and ideas for HR professionals. You can receive the online or print version. Go to <http://talentmgt.com/> and click Subscribe Free at the top.

### Course Facilitator:

Name: Prof. Ramya S

Mail ID: [ramyas.rvim@rvei.edu.in](mailto:ramyas.rvim@rvei.edu.in)

## **PART B**

### **Session Plan**

<b>Session No.</b>	<b>Coverage of the key concept</b>	<b>Pedagogy/ Activity</b>	<b>Reading material to be referred</b>
<b>MODULE 1</b>			
1	-Course Outline -Overview of syllabus- Module wise.	Lecture & Discussion	
2	-Understanding the importance of TKM in the current business scenario -Introduction to the subject -TKM in success of Organizations	-Lecture and discussion. - PPT presentation -Article Discussion	Introduction to Talent Management
3	-Engine of new economy (Meaning of Talent and Talent Management, Scope and Function of talent management)	-Lecture and discussion. - PPT presentation	Talent Management: The Key to Organizational Success
4	Difference between talent and knowledge workers	- Lecture and discussion. - PPT presentation - Assignment	Talents versus Knowledge Workers
5	-Leveraging talent -Talent value chain	- PPT, Lecture and Discussion - Case study	Effective use of Talent Management at TCS
6	- Elements of talent friendly organizations		A study on existing talent management practice and its benefits across industries
<b>MODULE 2</b>			
7	Talent Management System: Elements, Benefits and Challenges	- PPT, Lecture and Discussion -Article	"Creating a Talent Management System for Organization Excellence: Connecting the dots"
8	Building blocks of talent management system	- PPT, Lecture and Discussion	
9	Measurement of competencies	- PPT, Lecture and Discussion	Competencies: The First Building Block of Talent Management
10	Modern practices in talent attraction, selection	- PPT, Lecture and Discussion -Case Study	Case Study – Managing Talent for Competitive Advantage: The Case of

			Reuters
11	Modern practices in retention and engagement	- PPT, Lecture and Discussion -Case Study	Gallup Study: Engaged Employees Inspire Company Innovation
12	Talent management and Social Media -Advantages and disadvantages of social media as a technology tool of TM -Different types of social media and their application to TM -Managerial aspects of social media from the perspective of TM -Differences among social media with reference to TM	- PPT, Lecture and Discussion - Debate	
13	Emerging Trends in Talent Management	- PPT, Lecture and Discussion -Case Study	Cambridge healthcare management
14	FIRO – B - Meaning and uses of FIRO – B -Analysis and Interpretation of the scores	- PPT, Lecture and Discussion -Activity – FIRO – B Questionnaire	FIRO-B Questionnaire
<b>MODULE 3</b>			
15	Talent Planning -Talent planning with respect to HR planning -Talent planning with respect to Business planning - Succession planning	- PPT, Lecture and Discussion -Activity	Talent Management and Succession planning
16	-Cross functional capabilities and fusion of talents -Methods and techniques of talent fusion	- PPT, Lecture and Discussion -Article Discussion	Oracle Fusion Talent Management Overview
17	Talent development budget Value driven cost structure	- PPT, Lecture and Discussion -Case study Discussion	The changing landscape of retail
18	Contingency plan for talent Building talent	- PPT, Lecture and Discussion -Case study	Cross Cultural misunderstanding in the workplace
19	-Leadership coaching -Coaching, mentoring ,of talent and role of leadership in shaping the talent	- PPT, Lecture and Discussion -Article Discussion	Role of leadership shaping talent-

**MODULE 4**

20	Return on Talent	- PPT, Lecture and Discussion -Article Discussion	Return on Talent
21	ROT measurements	- PPT, Lecture and Discussion -Article Discussion	Return on Talent Measurement– Practical Issues
22	Optimizing investment in talent	- PPT, Lecture and Discussion -Article Discussion	The ROI of Talent Development
23	-Integrating compensation with talent management -Compensation types and issues in talent management	- PPT, Lecture and Discussion	
24	Developing TMIS - Issues related to talent management information system -Establishment of TMIS -Developing TMIS	- PPT, Lecture and Discussion -Group Discussion	
25	Psychometrics for TM	- PPT presentation of the Topic -Practical exercise	Psychometric test

**MODULE 5**

26	-Understanding knowledge management -Types of knowledge	- PPT presentation of the Topic -Practical exercise	
27	Knowledge centric Organizations	- PPT & Lecture -Discussion on some of the learning organizations and their practices	
28	Knowledge management Framework	- PPT & Lecture -Discussion	
29	Knowledge creation and Capture	- PPT & Lecture -Discussion -Activity	
30	Designing Knowledge management strategy	- PPT, Lecture and Discussion -Article	KM Strategies
31	-Issues and challenges in Knowledge management -KM and its applicability in Industries	- PPT & Lecture -Discussion	The knowledge economy
32	Implementing Knowledge management strategy	- PPT & Lecture -Case Study Discussion	A Knowledge Management Case Study in Developing,

			Documenting, and Distributing Learning
<b>MODULE 6</b>			
33	Presentation of interviews conducted with senior executives of organizations on their Knowledge and Talent Management Practices	Students Presentation	Student exercise to conduct interviews with five senior executives of two organisations on their talent and knowledge management practices
34	Presentation of interviews conducted with senior executives of organizations on their Knowledge and Talent Management Practices	Students Presentation	-Student exercise to conduct interviews with five senior executives of two organisations on their talent and knowledge management practices
35	Focus group discussion on Knowledge management Portal	Discussion	
36	Focus group discussion on Knowledge management Portal	Discussion	
37	Case study Presentation	Group presentation	
38	Case study Presentation	Group presentation	
39	Revision and Doubt Clearing session		
40	Past 5 year University question paper discussion		

## **PART C**

### **BANGALORE UNIVERSITY COURSE CONTENT AND STRUCTURE**

#### **MODULE 1: 8 HOURS**

Talent- Engine of new economy- Difference between talent and knowledge workers- Leveraging talent, Talent value chain- Elements of talent friendly organizations.

#### **MODULE 2: 12 HOURS**

Elements, benefits and challenges of Talent Management System - Building blocks of talent management: competencies, performance management, evaluating employee potential - Modern practices in talent attraction, selection, retention and engagement. Talent Management & Social Media - Emerging Trends in Talent Management.

#### **MODULE 3: 10 HOURS**

Talent Planning – Succession management process - Cross functional capabilities and fusion of talents - Talent development budget - Value driven cost structure - Contingency plan for talent - Building talent - Leadership coaching.

#### **MODULE 4: 6 HOURS**

Return on talent (ROT) - ROT measurements - Optimizing investment in talent - Integrating compensation with talent management - Developing talent management information system - Psychometrics for TM.

#### **MODULE 5: 12 HOURS**

Knowledge economy - Understanding Knowledge management - Types of knowledge - Knowledge centric organizations - Knowledge management framework – Knowledge creation and capture - Designing of Knowledge management strategy - Issues and challenges in knowledge Management - Implementing knowledge management strategy - Knowledge management metrics and audit.

#### **MODULE 6: 8 HOURS**

Conduct Interviews with five senior executives of two organisations on their talent and knowledge management practices. Conduct minimum one focus group discussion (FGD) on Knowledge Management Portal.

## **ESSENTIAL READINGS**

1. Berger, Lance A and Dorothy Berger (Eds.) The Talent Management Handbook, Tata McGraw Hill, New Delhi
2. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International
3. Chowdhary, Subir, Organization 2IC, Pearson Education, New Delhi
4. Masood, Anilkumarsingh and Somesh Dhamija , Talent management in India challenges and opportunities, Atlanticpublisher, New Delhi.
5. Elais M Awad, Hassan M Ghaziri, Knowledge management,: Pearson
6. Sanjay Mahaopatra, Knowledge Management, Mcmillan
7. Waman s Jawadekar, Knowledge Management text and cases, Mcgraw Hill

# **COURSE DOCKET FOR IV SEMESTER**



**Rashtreeya Sikshana Samithi Trust**

**R V Institute of Management**

Bengaluru, Karnataka

**MBA Programme**

**International Human Resource Management**

***February 2018 - June 2018***

***Dr. A.Narasima Venkatesh***

***Associate Professor***

**The articles and reading materials contained in this docket are for classroom discussion only**



## Table of Contents

<b>Sl. No</b>	<b>Particulars</b>
<b>1</b>	<b>Part – A</b>
	<b>1.1 Introduction</b>
	<b>1.2 Course Outcomes</b>
	<b>1.3 Module wise Key concepts</b>
	<b>1.4 Module wise Outcomes</b>
	<b>1.5 Instructional/Pedagogical Methods/Tools Used</b>
	<b>1.6 Course Evaluation</b>
	<b>1.7 Essential Readings</b>
	<b>1.8 References</b>
	<b>1.9 List of Articles</b>
	<b>1.10 List of Cases</b>
<b>2</b>	<b>Part – B</b>
	<b>2.1 Session Plan</b>
<b>3</b>	<b>PART – C</b>
	<b>3.1 Bangalore University Syllabus</b>
<b>4</b>	<b>PART – D</b>
	<b>4.1 Bangalore University Previous Years Question Papers</b>
<b>5</b>	<b>PART – E</b>
	<b>5.1 Articles and Cases</b>

## PART - A

### Introduction

This course deals with management of human resources in multinational organizations with a focus on multicultural nature of workforce operating in a global working environment. The aim of this course will be to increase the awareness about the challenges associated with managing human resources in the workplace in a multinational environment. Issues related to managing human resources in the workplace in a multinational environment are very complex in nature and therefore, managers' should be able to understand and analyze those issues from different perspectives. As part of this endeavor, key concepts, in-class exercises, case discussions and skill-oriented activities are blended within the course.

It is expected that, by the end of the course, students would be able to understand the various aspects related to managing human resources in a multinational environment and to effectively carry out different recruitment approaches, designing appropriate compensation packages, formulate & implement expatriate training programmes in based on respective policies and procedures followed in multinational companies.

Course	<b>MBA</b>
Semester	<b>IV</b>
Batch	<b>2016-18</b>
Title	<b>International Human Resource Management (4.4.2)</b>
Credits	<b>4</b>
Course Facilitator	<b>Prof.A.Narasima Venkatesh</b>

### Course Outcomes

**C01:** To expose the students to the world of International HRM by explaining various concepts of International HRM

**C02:** To enable the students with required knowledge and distinct skill sets to understand and apply various concepts of IHRM in an multinational organizational context

**C03:** To empower the students to effectively formulate and implement appropriate HR strategies from a Global perspective when they work in multinational companies

**C04:** To enable the students to understand HR issues in managing virtual organizations in the digital and global world

**C05:** To enable the students to understand and appreciate various socio-cultural factors and ethical issues in managing Human Resources in a MINC environment

## **Module wise Key Concepts**

### **Module: 1**

- Domestic HRM
- International HRM
- International Recruitment and Selection
- Expatriate Training and Development
- Mergers & Acquisitions

### **Module: 2**

- Expatriation
- Repatriation
- International Compensation

### **Module: 3**

- Virtual Organizations
- International Performance Management
- Career Management

### **Module: 4**

- Knowledge Management
- International Management Development

### **Module: 5**

- TQM and HRM
- Computerized Information System
- Conflict Management

### **Module: 6**

- BPO and IHRM
- Women Expatriates
- KPO and RPO

## **Module Wise Outcomes**

### **Module: 1**

**MO1:** To understand various differences between DHRM and IHRM

**MO2:** To understand the difference between Recruitment and Selection practices of DHRM and IHRM and to follow suitable recruitment approaches when working as HR in multinational companies

### **Module: 2**

**MO3:** To be able to differentiate who can be called as Expatriates and Repatriates and various criteria to be used for expatriate selection

**MO4:** To understand and apply various international compensation approaches when working in multinational companies

### **Module: 3**

**MO5:** To understand differences among various types of virtual organizations

**MO6:** To understand various criteria on which employees' performance is evaluated in multinational organizations and to apply it when working in multinational companies

### **Module: 4**

**MO7:** To understand the process of knowledge transfer and to apply it when working in a multinational environment

**MO8:** To understand various aspects related to International Management Development and to apply it in organizations when working in MNC companies

### **Module: 5**

**MO9:** To understand the linkage between TQM and HRM and to follow TQM in all HR related activities when working in organizations

**MO10:** To understand the importance of computerized information system and to utilize it for the benefit of organizational growth

### **Module: 6**

**MO11:** To understand various HR issues associated with BPO Industry and to be able to formulate suitable policies to deal with the same in the multinational environment

**MO12:** To understand various problems faced by women expatriates in multinational companies and to formulate suitable policies and procedures to reduce/eliminate the same when they work in Multinational Companies

### **Instructional/Pedagogical Methods/Tools Used**

1. Lecturing method using PPT coupled with class room discussions
2. Story telling method using PPT coupled with class room discussions
3. Articles
4. Videos
5. Case studies and discussion
6. Live Projects and Assignments ( Individual and Group)
7. Activity based Teaching such as Role Plays, Cue Cards, Group Discussion, Extempore

### **Course Evaluation**

Criteria	Marks
Bangalore University Examination	70 Marks
Internal Assessment Test 30 Marks	
Attendance and Class participation	5 Marks
Surprise Test	10 Marks
Seminars/Presentations	5 Marks
Assignments	5 Marks
Live Project	5 Marks

### **Essential Readings**

1. International Human Resource Management, Peter J. Dowling and Denice E. Welch, CENGAGE Learning, 4<sup>th</sup> Edition, India Edition
2. Dr.Nilanjan Sengupta and Dr.Mousumi S Bhattacharya, International HRM, Excel Books
3. R.V. Badi and S.G.Hundekar, International Human Resource Management, Vrinda Publications
4. Tony Edwards, Chris Rees: International Human Resource Management, Pearson, Latest edition

## References

1. Indrani Mutsuddi: Managing Human Resources in the Global Context, New age International Publishers, latest edition
2. P.Subbarao: International Human Resource Management, HPH, latest edition

## Articles

1. The Right Way to Manage Expats by J. Stewart Black and Hal Gregersen, Harvard Business Review
2. The Mistake Most Managers Make with Cross-Cultural Training by Andy Molinsky, Harvard Business Review
3. Human Capital Challenges of Joint Ventures, Towers Watson
4. Merging Two Global Company Cultures by Matthew Bird, Harvard Business Review
5. A Successful M&A Considers the Human Element, by Ron Ashkenas, Harvard Business Review
6. Before a Merger, Consider Company Cultures Along with Financials by David Fubini, Harvard Business Review
7. Tips for Managing Successful Overseas Assignments, by Andy Molinsky and Melissa Hahn, Harvard Business Review
8. A Successful International Assignment Depends on These Factors, by Boris Groysberg and Robin Abrahams, Harvard Business Review
9. Will Refusing an International Assignment Derail Your Career by Mark C. Bolino, Anthony C. Klotz, and William H. Turnley, Harvard Business Review
10. Expatriate Pay - Trends, Allowances And Compensation Benchmarking by Martin Westcott, P E Corporate Services
11. Designing Global Compensation Systems, SHRM
12. How to Build Trust in a Virtual Workplace by Keith Ferrazzi, Harvard Business Review
13. Why Remote Work Thrives in Some Companies and Fails in Others by Sean Graber, Harvard Business Review

14. Knowledge Transfer in Multinational Companies – Evidence from Hungary by Katalin Dobrai<sup>1</sup> et al, Acta Polytechnica Hungarica Vol. 9, No. 3, 2012
15. MNCs and knowledge management: A typology and key features by Snezhina Michailova and Bo Nielsen, Journal of Knowledge Management
16. Global Mobility Trends, Deloitte-2017

### **Cases**

1. Asian Paints – Acquisition
2. Philips Develops an International Culture
3. Organizational Culture at Shell Chemicals
4. Tata acquires Corus Group
5. Ethics in IHRM
6. UNO and IHRM
7. Issues and Challenges of BPO
8. Problems of Women Expatriates
9. Vani Iyer in US

### **Course Facilitator**

Dr.A.Narasima Venkatesh, Associate Professor, Department of Human Resources, R V Institute of Management

**E-mail:** dr.a.narasimavenkatesh@gmail.com

### PART - B- SESSION PLAN

Session No.	Coverage of the Subject	Pedagogy/ Activity	Chapter of the Book and Supplementary reading to be referred
1	Overview of International Human Resource Management	1. Lecture and PPT 2. Class room discussions	- Chapter 1 of Book 1 - Chapter 1 of Book 2
2	<b>Module 1 –</b> Domestic HRM Vs. IHRM, Managing International activities,	1. Lecture and PPT 2. Class room discussions	- Chapter 1 of Book 1 - Chapter 3 of Book 2
3	Human Resource Planning – Approaches to IHRM- Ethnocentric, Polycentric, Regio-centric and Geocentric	1. Lecture and PPT 2. Class room discussions	- Chapter 3 of Book 1 - Chapter 4 of Book 2
4	International recruitment and selection	1. Lecture and PPT 2. Class room discussions 3. Case: Asian Paints – Acquisition	- Chapter 4 of Book 1 - Chapter 4 of Book 2
5	Training and development of	1. Lecture and PPT 2. Class room discussions 3. Articles:	- Chapter 5 of Book 1 - Chapter 5 of Book 2



	expatriates	<p>a. The Right Way to Manage Expats by J. Stewart Black and Hal Gregersen, Harvard Business Review</p> <p>b. The Mistake Most Managers Make with Cross-Cultural Training by Andy Molinsky, Harvard Business Review</p> <p>4. Video: Cultural Training_ Americans and Indians Communicating Across Culture</p>	
6	M & A – Integration of acquired employees in newer cultures	<p>1. Lecture and PPT</p> <p>2. Class room discussions</p> <p>3. Articles:</p> <ul style="list-style-type: none"> <li>a. Human Capital Challenges of Joint Ventures, Towers Watson</li> <li>b. Merging Two Global Company Cultures by Matthew Bird, Harvard Business Review</li> <li>c. A Successful M&amp;A Considers the Human Element, by Ron Ashkenas, Harvard Business Review</li> <li>d. Before a Merger, Consider Company</li> </ul>	- Chapter 13 of Book 2

		Cultures Along with Financials by David Fubini, Harvard Business Review	
7	Global Mobility and HR-International postings	1. Lecture and PPT 2. Class room discussions  3. Article: Tips for Managing Successful Overseas Assignments, by Andy Molinsky and Melissa Hahn, Harvard Business Review  4. Video: Global Mobility at PwC	- Chapter 3 of Book 1
8	<b>Module 2 –</b> Expatriation and repatriation	1. Lecture and PPT 2. Class room discussions  3. Article: A Successful International Assignment Depends on These Factors, by Boris Groysberg and Robin Abrahams, Harvard Business Review	- Chapter 4 of Book 1
9	Selection methodology of expatriation	1. Lecture and PPT 2. Class room discussions	- Chapter 4 of Book 1 - Chapter 4 of Book 2
10	Process of repatriation, job related	1. Lecture and PPT 2. Class room discussions  3. Case Study: Philips Develops an	- Chapter 4 of Book 2

	adjustments.	International Culture	
11	Organizational development, International compensation: components, objectives and methods of compensation, Taxation decisions	1. Lecture and PPT 2. Class room discussions  3. Article: Expatriate Pay - Trends, Allowances And Compensation Benchmarking by Martin Westcott, PE Corporate Services Designing Global Compensation Systems, SHRM  4.Video: Creating a Global Total Rewards System at Unilever	<ul style="list-style-type: none"> <li>- Chapter 6 of Book 1</li> <li>- Chapter 6 of Book 2</li> </ul>
12	Changing trends in International employment.	1.Lecture and PPT 2. Class room discussions  3. Article: Global Mobility Trends, Delloitte-2017	<ul style="list-style-type: none"> <li>- Internet Sources</li> </ul>
13	<b>Module 3 –</b> Meaning of Virtual Organization, Types of virtual organizations	1. Lecture and PPT 2. Class room discussions  3.Video: Virtual Organizations	<ul style="list-style-type: none"> <li>- Internet Sources</li> </ul>

14	Difference between traditional and virtual organizations	1. Lecture and PPT 2. Class room discussions 3. Article: How to Build Trust in a Virtual Workplace by Keith Ferrazzi, Harvard Business Review	- Internet Sources
15	Features of virtual Organization	1. Lecture and PPT 2. Class room discussions 3. Video: A whole new way of doing business - First virtual organization	- Internet Sources
16	Managing HR in virtual organizations	1. Lecture and PPT 2. Class room discussions 3. Article: Why Remote Work Thrives in Some Companies and Fails in Others by Sean Graber, Harvard Business Review	- Internet Sources
17	Challenges of International Performance Management	1. Lecture and PPT 2. Class room discussions 3. Case Study: Organizational Culture at Shell Chemicals	- Chapter 10 of Book 1 - Chapter 7 of Book 2
18	Career Management & International HRM	1. Lecture and PPT 2. Class room discussions	- Internet Sources
19	<b>Module 4 –</b> Knowledge management and	1. Lecture and PPT 2. Class room discussions	- Chapter 9 of Book 4 and

	International management development	3. Article: Will Refusing an International Assignment Derail Your Career by by Mark C. Bolino, Anthony C. Klotz, and William H. Turnley, Harvard Business Review	- Internet Sources
20	Knowledge and Knowledge transfer	1. Lecture and PPT 2. Class room discussions  3. Case Study: Tata acquires Corus Group	- Chapter 9 of Book 4
21	Knowledge and situated cognition, Implications for knowledge transfer	1. Lecture and PPT 2. Class room discussions  3. Article: Knowledge Transfer in Multinational Companies – Evidence from Hungary by Katalin Dobrai <sup>1</sup> et al, Acta Polytechnica Hungarica Vol. 9, No. 3, 2012	- Chapter 9 of Book 4
22	Knowledge management in MNCs	1. Lecture and PPT 2. Class room discussions  3. Article: MNCs and knowledge management: A typology and key features by Snezhina Michailova and Bo Nielsen, Journal of	

		Knowledge Management	
23	Knowledge Management and IHRM	1. Lecture and PPT 2. Class room discussions	- Internet Sources
24	Changing scope of International management development	1. Lecture and PPT 2. Class room discussions  3.Video: Amazon Pathways - Leadership Development Program	- Chapter 5 of Book 1 - Chapter 5 of Book 2
25	International manager roles: development implications	1. Lecture and PPT 2. Class room discussions	- Chapter 5 of Book 1 - Chapter 5 of Book 2
26	<b>Module 5 -</b> IHRM Strategies and Developments, Managing diversity, Linking corporate and HRM strategy	1. Lecture and PPT 2. Class room discussions	- Chapter 11 of Book 3
27	TQM and HRM	1. Lecture and PPT 2. Class room discussions	- Chapter 11 of Book 3
28	Importance of computerized information system	1. Lecture and PPT 2. Class room discussions	- Chapter 11 of Book 3
29	Conflict	1. Lecture and PPT 2. Class room discussions	

	management		- Chapter 11 of Book 3
30	Human rights movement and IHRM, Experiences of Japan and China	1. Lecture and PPT 2. Class room discussions  3.Video: China Has the BEST Human Rights	- Chapter 11 of Book 3
31	<b>Module 6 –</b> Case Study Discussions  Ethics and challenges in IHRM	Case Study Discussion: Ethics in IHRM	- Chapter 12 of Book 3
32	Role of International education in IHRM	Case Study Discussion: Foreign Education – Boon or Bane	- Chapter 12 of Book 3
33	UNO and IHRM	Case Study Discussion: UNO and IHRM	- Chapter 12 of Book 3
34	Business leaders as global citizens, Futuristic view of IHRM	1. Lecture and PPT 2. Class room discussions 3. Case Study Discussion: Vani Iyer in Gulf	- Chapter 12 of Book 3
35	Socio cultural factors and ethical issues in BPO	1. Lecture and PPT 2. Class room discussions  Case Study Discussion:	- Chapter 12 of Book 3

	Industry, Adventurous training	Adventurous Training	
36	Problems of women expatriates	1. Case Study Discussion: Problems of women expatriates  2. Video:  Challenges Women Expatriates Face While Climbing Up the Ladder of Success	- Chapter 12 of Book 3
37	Globalization and senior citizens	1. Lecture and PPT 2. Class room discussions	- Internet Sources
38	BPO and IHRM, KPO and RPO	1. Lecture and PPT 2. Class room discussions 3. Case Study: Issues and Challenges of BPO	- Chapter 12 of Book 3
39	Doubt Clearing Session		
40	Bangalore University Question Paper Discussion and Examination Tips		



**PART – C**

**Bangalore University Syllabus**

**PART – D**

**Bangalore University Previous Years Question Papers**

**PART – E**

**Articles and Cases**