

Approved by the BOS in Bachelor of Commerce (Management Studies) on 16-11-2024 Item no. 04.

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Title of the Course: - Cross Cultural HRM

Programme: Bachelor of Management Studies Semester -V

Syllabus for 4 Credits

**Course from the Academic Year – 2025-2026 Name
of the Course: Cross Cultural HRM**

| Sr. No. | Heading | Particulars |
|----------------|--|---|
| 1 | Description the course : | Cross-cultural human resource management (CCHRM) is the study of how to use cultural diversity to improve organizational performance and outcomes. It involves understanding how national level differences in HRM practices, strategies, and systems are shaped by societal culture. |
| 2 | Vertical : | Major |
| 3 | Type : | Theory |
| 4 | Credit: | 4 credits |
| 5 | Hours Allotted : | 60 Hours |
| 6 | Marks Allotted: | 100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks |
| 7 | Course Objectives: 1.To illustrate the different meanings and dimensions of culture. 2.To help learners to introduce the various frameworks in international HRM. 3.To exemplify the impact of culture on HR practices. 4.To Paraphrase strategies for managing cultural issues in global organizations. | |
| 8 | Course Outcomes: 1. Learners will be able to illustrate the different meanings and dimensions of culture. 2. Learners will be able to introduce the various frameworks in international HRM. 3. Learners will be able to exemplify the impact of culture on HR practices. 4. Learners will be able to Paraphrase the strategies for managing cultural issues in global Organizations. | |

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| 9 | <div data-bbox="794 107 915 138" data-label="Section-Header"> <h2>Modules</h2> </div> <div data-bbox="228 191 1167 226" data-label="Section-Header"> <h3>Module 1: International Human Resource Management. (15 Hours)</h3> </div> <div data-bbox="253 270 1442 495" data-label="List-Group"> <ul style="list-style-type: none"> • 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. </div> <div data-bbox="228 506 1193 541" data-label="Section-Header"> <h3>Module 2: Different Meanings and Dimensions of Culture. (15 Hours)</h3> </div> <div data-bbox="253 585 1461 1108" data-label="List-Group"> <ul style="list-style-type: none"> • Emerging and growing business centers 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, 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. </div> <div data-bbox="215 1115 1000 1150" data-label="Section-Header"> <h3>Module 3: Impact of culture on HR practices (15 Hours)</h3> </div> <div data-bbox="253 1194 1446 1612" data-label="List-Group"> <ul style="list-style-type: none"> • 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. </div> <div data-bbox="215 1686 1222 1722" data-label="Section-Header"> <h3>Module 4: Managing Cultural Issues in Global Organizations (15 Hours)</h3> </div> <div data-bbox="253 1728 1445 2026" data-label="List-Group"> <ul style="list-style-type: none"> • 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 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, </div> |
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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.

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Reference Books:

- Dowling, Peter J., Marion Festing, and Allen D. Engle. International Human Resource Management. 7th ed., Cengage Learning, 2017.
- Sheikh, Nadeem S. Cross-Cultural Management: A Knowledge Management Perspective. Springer, 2018.
- Moran, Robert T., Sarah V. Harris, and George H. Moran. Managing Cultural Differences. 9th ed., Routledge, 2014.
- Scullion, Hugh, and David G. Collings. International and Comparative HRM: A Study of the Global Workforce. Palgrave Macmillan, 2011.
- Thomas, David C., and Kerr C. Inkson. Cultural Intelligence: Surviving and Thriving in the Global Village. 3rd ed., Berrett-Koehler Publishers, 2017.
- Collings, David G., and Kamel Mellahi. The Globalization of Human Resource Management. Routledge, 2009.
- Gudykunst, William B., editor. The Handbook of Cross-Cultural Management Research. Sage Publications, 2009.
- Beamer, Linda, and Iris Varner. Intercultural Communication in the Global Workplace. 5th ed., McGraw-Hill Education, 2011.
- Johnson, Jonathan L. Global HRM: A Critical Perspective. Palgrave Macmillan, 2015.
- Paige, R. Michael. Cultural Dimensions of Expatriate Management. Intercultural Press, 1993.

Evaluation Pattern

Continuous Evaluation: 40%

Semester End Examination: 60%

| | Total Marks |
|---|-------------|
| Assignment/Project Work/Presentation/Case Study | 30 |
| Online MCQ Objective Test | 10 |
| Total | 40 |

A learner must be present for each of the sub-components.

Semester End Examination Question Paper Pattern

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

| Q. No. | Particular | Marks |
|--------|--|-----------------|
| Q-1 | Attempt any Two of the following: (Module – 1) A. Full Length Question B. Full Length Question C. Full Length Question | 15 Marks |
| Q-2 | Attempt any Two of the following: (Module – 2) A. Full Length Question B. Full Length Question C. Full Length Question | 15 Marks |
| Q-3 | Attempt any Two of the following: (Module – 3) A. Full Length Question B. Full Length Question C. Full Length Question | 15 Marks |
| Q-4 | Attempt any Two of the following: (Module – 4) A. Full Length Question B. Full Length Question C. Full Length Question | 15 Marks |

Signature of Team Members

| Sr. No. | Name | Signature |
|---------|-----------------------|-----------|
| 1 | Dr. Sadhana Venkatesh | |
| 2 | Ms. Shalini Clayton | |
| 3 | Ms. Ashiyana Shaikh | |

