

HRM-803 International & Strategic HRM

This course provides a comprehensive, international perspective of the consequences of internationalization for the management of people across borders. It will focus on global HRM trends and challenges and will also address issues and choices HR managers face in multinational enterprises. Students will examine the international HRM practices arising from cross-border alliances, joint ventures, and international acquisitions will be compared for their efficacies in a variety of situations. Contemporary issues such as globalization, outsourcing, workforce diversity, mergers and acquisitions, downsizing and occupational health and safety will also be explored. The course will also include modules on the contemporary roles of the HR function, the new structural configurations for the HR function, the emerging skill-set for HR personnel and the changing dynamics of the HR-line relationship.

Objectives

- ⊕ To critically examine Strategic Human Resource Management (SHRM) in the context of a changing business environment.
- ⊕ To identify the significance of IHRM and its implications for HR practices and processes.
- ⊕ To design and evaluate the delivery structures and channels of the HR function.
- ⊕ To develop and position HR professionals to be effective and relevant contributors to business strategy, especially in the international realm.
- ⊕ To examine the transition of HR from operationally reactive to strategically proactive.
- ⊕ To understand how to make HR strategy an organizational reality.

Outcomes

- ⊕ Will be able to distinguish between HRM, Strategic HR and International HRM and the scope of each.
- ⊕ Will appreciate the new approaches to designing the HR function.
- ⊕ Will analyze the contemporary roles of the HR function and their implication for organizations.
- ⊕ Will identify the nature and theoretical underpinnings of IHRM and SHRM.
- ⊕ Will develop applied knowledge of the competing theoretical models of IHRM and SHRM.

Text and reference books

- ⊕ Randall S. Schuler and Susan E. Jackson. (2012). Strategic Human Resource Management, Second Edition.
- ⊕ Truss, C., Mankin, D., and Kelliher, C. (2012). Strategic Human Resource Management.
- ⊕ Williams, T. (2006). Strategic HR, Building the Capability to Deliver.