

Course Details:

Course Title: Human Resource Management in the Asian Context

Course Code: MGT - 415

Prerequisite: HRM-342

Program: BBA 2K22 Elective

Credit Hours: 3

Course Description:

This course explores the principles and practices of Human Resource Management (HRM) with a focus on the diverse and dynamic Asian region. It delves into how cultural, economic, political, and social factors shape HR strategies and practices in Asian organizations.

Students will examine key HR functions, including recruitment, selection, training, performance management, and employee relations, through the lens of Asian values, traditions, and workplace norms. Special emphasis will be placed on understanding the challenges and opportunities in managing talent in rapidly developing economies, navigating cross-cultural management, and aligning HR strategies with local and global business objectives.

Through case studies, interactive discussions, and real-world applications, this course equips students with the skills to design and implement effective HRM strategies tailored to the unique characteristics of the Asian context.

Course Learning Outcomes:

CLO 1: Identify the role and influence of contextual factors and challenges in adopting Human Resource Management practices in the Asian context.

CLO 2: Explain strategies to navigate cross-national diversity in implementing Human Resource systems and practices.

CLO 3: Evaluate problems that organizations in Asia face while implementing best practices in Human Resource Management.

CLO4: Develop written reports to effectively communicate their knowledge of the field.

Required Course Material:

Textbook: Chris Rowley and Wes Harry. Managing People Globally: An Asian Perspective. Chandos Publication.

Readings and case studies have also been assigned on various topics. You must acquire the case pack for the course in order to perform well.

Weekly Schedule:

The course content is structured in pedagogical sections that enable easy understanding and learning. The weekly breakdown of the course is given below. The weekly timeline is subject to changes if the need is felt to integrate further topics and cases.

Week	Lecture / Topic	Readings/ Activity	Objective
1	Introduction to the Course <ul style="list-style-type: none"> ▪ Introduction to the participants ▪ Course outline ▪ Course policies ▪ Introduction to Course 	Course Outline	Clear articulation and commitment on course deliverables.
2	HRM Context, Development and Scope <ul style="list-style-type: none"> ▪ Convergence and divergence ▪ Tensions ▪ Strategic role ▪ Scope 	Text 2 – Chapter 1	CLO2
3	Determinants and Dimensions of Culture <ul style="list-style-type: none"> ▪ Facets and levels ▪ Hofstede and Globe ▪ Social anthropology 	Text 1 – Chapter 1 and 2 Case 1 – Burning of HR Chief at Suzuki India	CLO1
4	Culture & Styles of Management <ul style="list-style-type: none"> ▪ Values and needs ▪ Static and dynamic approach ▪ Contrasting Asian culture with European and African ▪ Guanxi, Wasta, Karma 	Text 1 – Chapter 5 and 6 Case 2 – East versus West at Armada	CLO1
5	Employee Relations in Asian Context <ul style="list-style-type: none"> ▪ Partnership and frames of reference ▪ Collective bargaining Socio legal context Experiential Activity 1 - Real Time Coaching Simulation/roleplay <ul style="list-style-type: none"> ▪ Cultural Expectations ▪ Coaching skills Debrief	Text 2 - Chapter 5 HBR Activity – Coaching for Success at HCM	CLO1 CLO3
6	Employee Resourcing in Asian Context <ul style="list-style-type: none"> ▪ Recruitment and selection ▪ HR planning issues in Asia ▪ Methods and sources 	Text 2 – Chapter 2 Case 3 – Risk Control Strategies: Human Resources Challenges	CLO1.

7	Training and Development in Asian Countries <ul style="list-style-type: none"> ▪ Training programs in MNCs ▪ International comparison 	Text 2 – Chapter 4	CLO1
8	Guest Speaker Session	The Present and Future of HRM in Pakistan	CLO1
9	Mid Semester Exam		
10	Performance Management in Asian Context <ul style="list-style-type: none"> ▪ Performance Appraisals ▪ Methods and Techniques ▪ International comparisons 	Text 2 – Chapter 4 Case 4 – Rewayati Foods: Performance Management in a Family-Owned Business	CLO3
11	Employee Rewards in Asian Context <ul style="list-style-type: none"> ▪ Types of rewards ▪ Determinants Performance related schemes	Text 2 – Chapter 3 Case 5 – Ciyang Garment	CLO2
12	Experiential Activity 2 – Simulation/role-play Cross Cultural Negotiation <ul style="list-style-type: none"> ▪ Approaches and technique ▪ Negotiation skills Debrief	HBR Activity – Negotiating in China / How Universal The Cinnamon Case-Sales Negotiation	CLO3
13	Employee Engagement in Asian Context <ul style="list-style-type: none"> ▪ 18 Best Employee Engagement Activities and Ideas for Asia Employees 	Article 1: Examining Employee Engagement within the context of flexible work engagement in Asian Owned Company Article 2: Antecedents and consequences of Employee Engagement: Evidence from Corporate Sector of Pakistan	CLO 2
14	Comparative Analysis	Graded activity – Analyzing data sets pertaining to several Asian groups and preparation of reports.	CLO 3
15	Guest Speaker Session	The Emerging Role of Analytics in HRM Decision	CLO3

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16	Article Presentation	Students will find, prepare and present an article related to HRM practices and challenges faced by Asian MNCs and Organizations.	CLO 2
17	Buffer Week		
18	End Semester Exam		