



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**Syllabus for Integrated Master of Business Administration, 9<sup>th</sup> Semester**  
**Functional Areas Specialization: Human Resource Management**  
**Subject Name: Managing Talent Globally**  
**Subject Code: 2597131**

With effective  
from academic  
year 2020-21

**1. Learning Outcomes:**

Learning Outcome Component	Learning Outcome (Student will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>• <i>Define, explain</i> and <i>compare</i> perspectives and theories related to managing talent globally.</li> <li>• <i>Discuss</i> the significance of managing the Human Resource in the current business environment globally.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Illustrate, categorize, and analyze</i> a broad range of issues and problems facing MNCs in their global talent management activities in specific industry.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> the different strategies of Human Resource Management at global level among different economies and culture by MNCs</li> <li>• <i>Examine</i> the effect of global business environment on business and develop cross cultural understanding to deal with issues of diversity and globalization.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• Critically <i>reflect</i> upon and evaluate ethical matters or issues related to talent management globally.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Formulate</i> and <i>communicate</i> the various issues pertaining to global talent management which have an impact on MNCs.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Distinguish</i> the roles to be played by different stockholders for talent management on a global basis.</li> </ul>

**LO – PO Mapping: Correlation Levels:**

**1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation**

Sub. Code: 4539283	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Define, explain</i> and <i>compare</i> perspectives and theories related to managing talent globally.	3	1	2	2	1	1	1	1	1
LO2: <i>Discuss</i> the significance of managing the Human Resource in the current business environment globally	2	3	3	2	1	2	1	-	1
LO3: <i>Illustrate, categorize, and analyze</i> a broad range of issues and problems facing MNCs in their global talent management activities in specific industry.	2	2	3	1	2	1	-	-	1
LO4: <i>Evaluate</i> the different strategies of Human Resource Management at global level among different economies and culture by MNCs	1	2	2	-	3	1	-	-	1
LO5: <i>Examine</i> the effect of global business environment on business and develop cross cultural understanding to deal with issues of diversity and	1	-	-	-	2	1	-	-	2



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globalization.									
LO6: Critically <i>reflect</i> upon and evaluate ethical matters or issues related to talent management globally.	2	1	1	3	1	2	3	1	2
LO7: <i>Formulate</i> and <i>communicate</i> the various issues pertaining to global talent management which have an impact on MNCs.	1	1	2	3	2	1	1	-	2
LO8: <i>Distinguish</i> the roles to be played by different stockholders for talent management on a global basis	-	-	1	1	-	-	3	-	3

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3. Course Contents:**

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p><b>Introduction to GHRM:</b></p> <ul style="list-style-type: none"> <li>• Concept</li> <li>• Definition &amp; Objectives</li> <li>• Difference between GHRM &amp; Domestic HRM;</li> </ul> <p><b>Challenges and factors affecting GHRM:</b></p> <ul style="list-style-type: none"> <li>• Approaches to IHRM</li> <li>• Model of IHRM</li> <li>• Types of Global organizations and its impact on HR functions</li> <li>• GHRM &amp; International organization design and structure; cultural context of IHRM (Hofstede study)</li> </ul>	10	18
	<p><b>Managing Talent Globally:</b></p> <ul style="list-style-type: none"> <li>• Global staffing:               <ul style="list-style-type: none"> <li>○ Global Workforce planning</li> <li>○ Understanding labor market at the global level</li> <li>○ Differences in staffing strategies across countries</li> <li>○ Types of staffing strategy</li> <li>○ Expatriate assignments</li> <li>○ Criteria used for selection of expatriates</li> <li>○ Selecting females as expatriates</li> <li>○ Reasons for failure of expatriate assignments</li> <li>○ Issues associated with implementation of global staffing</li> </ul> </li> </ul> <p><b>Global HRD:</b></p> <ul style="list-style-type: none"> <li>• Issues associated with various approaches to training local workforces</li> <li>• Role of training in supporting expatriate adjustments and on-assignments performance</li> </ul>	10	17



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	<ul style="list-style-type: none"> <li>• Challenges of global Management development</li> <li>• Components of effective pre-departure training; Hofstede model for preparing expatriate for training</li> <li>• Identifying and developing high potentials</li> <li>• Managing international career paths</li> <li>• Dual career couples</li> <li>• Cross cultural training and its evaluation</li> <li>• Current trends in global T&amp;D</li> <li>• Repatriation, Re-entry and career issues</li> </ul>		
<b>III</b>	<p><b>Global Compensation:</b></p> <ul style="list-style-type: none"> <li>• Country wide differences on compensation system</li> <li>• Challenges with respect to. compensation when firm moves from domestic to international</li> <li>• Key components of international compensation programme</li> <li>• Approaches to international compensation; problems in dealing with taxation, living cost data, managing TCN compensation</li> <li>• Best practices for expatriates compensation programme</li> </ul> <p><b>Global Performance Management:</b></p> <ul style="list-style-type: none"> <li>• Differences in PMS in different countries</li> <li>• PMS as a part of Multinational's control system</li> <li>• KPI of expatriates</li> <li>• Performance Management of Non-expatriates</li> <li>• Non-standard assignments like commuters, virtual</li> <li>• Issues and criteria related to appraisal of International employees</li> </ul>	10	17
<b>IV</b>	<p><b>Global IR:</b></p> <ul style="list-style-type: none"> <li>• Key Issues of IR in IHRM</li> <li>• Role of Trade Union in MNC's</li> <li>• Collective Bargaining and Negotiation issues</li> <li>• Labour law &amp; Employee Relation practices in different countries</li> <li>• Participative Management</li> <li>• HRM in Cross Border Mergers &amp; Acquisition</li> <li>• International Labor standards</li> <li>• Role of HRM in managing ethics and CSR globally</li> <li>• IHRM trends and future challenges</li> </ul>	10	17
<b>V</b>	<p><b>Practical:</b>            Practical aspects of talent management with a global context will be discussed in classroom with suitable case study. A project in group of students can be assigned for comparative studies of GHRM practices among developed countries vis developing countries vis under developed countries in general or small projects may be given in GHRM context to study the issues related to Recruitment Manager / Consultant in IT / ERP / SAP / Analytics / Import / Export / Multinational business etc.</p>	---	(30 marks CEC)



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**4. Pedagogy:**

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

**5. Evaluation:**

Students shall be evaluated on the following components:

<b>A</b>	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
<b>B</b>	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>

**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Peter Dowling & Dennice Welch & Randall Schule	International HRM	Thomson/Excel	Latest Edition
2	David C. Thomas & Mila B. Lazarova	Essentials of IHRM- Managing People Globally	Sage publications	Latest Edition
3	Mike W. Peng, Deepak K. Srivastava	Global Business	Cengage	2018 / 2 <sup>nd</sup>
4	SPS Bedi, &M.Kishore	Global HRM	Widom, Delhi	Latest Edition
5	Anne-WilHarzing & Joris Van Ruyosseveldt (eds.),	International Human Resource Management	Sage Publications, New Delhi	Latest Edition
6	C.S.VenkataRatnam	Globalization and Labor Management Relations	Sage, New Delhi	Latest Edition
7	Lawrence Kleiman	Human Resource Management	Wiley India, New Delhi	. Latest Edition
8	Peter J.Dowling	International Human Resource Management	Excel Publications	. Latest Edition
9	K Aswathappa, Sadhna Das	International Human Resource Management	McGraw Hill	Latest Edition
10	Monir H Tayeb	International Human Resource Management	Oxford	Latest Edition
11	Tony Edwards, Chris Rees	International Human Resource Management	Pearson Education	Latest Edition



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12	IndraniMutsuddi	Managing Human Resources in the Global Context	New Age International publishers,	Latest Edition
13	P. SubbaRao	International HRM	Himalaya Publishing House	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

**7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.**

1. Harvard Business Review
2. Vikalpa – A Journal for Decision Makers
3. Management Review
4. Human Capital
5. International Journal of Human Resource Management