

UNIT - I

INTERNATIONAL HRM :-

"set of activities targeting HRM at the international level."

"process of managing, training, and developing and paying employees in global org."

Functions :-

recruitment

selection

training & development

performance appraisal

dismissal

global skills management

expatriate management

Objectives :-

1. to enhance or develop skills, knowledge and abilities of managers and employees in various fields.
2. to develop and manage business operations across countries.
3. to manage payroll process and manage business compensate employees effectively.

4. manage performances, appraisals & careers path of employees.
5. effective management and organization of cross-cultural counselling and language training programmes.
6. develop HR strategies to address issues and challenges of employees and businesses.

Challenges :-

1. diversity management
2. facilitation of seamless communication
3. global payroll
4. failing to manage expatriate assignments
5. pay equality

IHRM manages THREE kinds of employees :-

(a) Home country employees :-

residing in home country of the co. where the HQ is situated

(b) Host country employees :-

residing in nation in a subsidiary is located

(c) Third country employees :-

not from home or host country but are employed at the additional or corporate HQs.

International HRM

- ① IHRM is involved with the management of employees in the 3 nation categories, i.e., home, host and third.
- ② Done at international level.
- ③ Staffs are placed and work outside national boundaries.
- ④ Addresses a broad range of HRM activities.
- ⑤ There is high involvement of HR manager in the personal life of employees.
- ⑥ There is high exposure to risks in international assignments.
- ⑦ Deals with several external factors such as govt. regulations of foreign country.

Domestic HRM

- ① DHRM is involved with the management of employees in only one or single country.
- ② Done at national level.
- ③ Work within national boundaries.
- ④ narrow range
- ⑤ less involvement
- ⑥ limited risks
- ⑦ few and limited external factors

Developments leading to IHRM Perspectives :-

HRM in Globally Competitive Environment.

Issues and competencies required for global HR practitioners :-

- Global talent environment
 - dealing w 24/7 global operations
 - millennial / generational differences
 - intellectual capital & knowledge transfer
 - mobility issues
 - market skill shortages & competition
 - phased & early retirement issues
- Technology and privacy issues
- Global economy
 - new & emerging labor markets
 - inflation / taxation
 - new skill sets
 - unemployment levels
- Understanding cultural diversity
- Agility with reward systems
- Managing global leadership
- Managing international assignments
- Communication skills

IHRM : Role and Distinguishing Activities

1. Recruitment and onboarding process
2. On-the-job training
3. Continuing professional development
4. Benefits and compensation
5. Ensuring legal compliance

Activities :-

1. staffing
2. recruitment and selection
3. managing expatriates
↳ people working out of their home country
4. training and development
5. performance management
6. compensation

Performance Management → refers to the process that enables a firm to evaluate the performance of its personnel against pre-defined parameters for their consistent improvements to achieve organizational goals.

Compensation → refers to the financial remuneration that employees receive in exchange of their services rendered to the org.
includes — wages
salaries
pay rises, etc.

Organizational Structure and HRM :-

The defined relationships among the elements of an orgⁿ, namely people, tasks, structure, and information and control processes is referred to as organization structure.

↓
systematic arrangement of people working for the orgⁿ to achieve common goals.

Elements :-

1. orgⁿ chart — network of formal relationships
2. job descriptions — duties
3. manners in a tasks and activities are assigned.
4. ways in a tasks & activities are co-ordinated
5. power, status & hierarchical relationships in orgⁿ
6. planned policies, methods & controls
7. flow of information & commⁿ

Factors influencing choice of structure :-

1. Strategy and structure
 2. Size and complexity of orgⁿ
 3. Technology
 4. Impact of environment
- Formal & informal orgⁿ

Formal org? - international structure of roles is a formally organised enterprise.
- everything is well-defined

Informal org? - any informal relationships amongst persons of an org?

Line and Staff aspects of HRM :-

1. Line authority - right to issue orders
2. Staff - " " advise
3. Line relationship - continuous series of authority & responsibility allocated down the hierarchy.
4. Staff relationships - taking advice and help from specialists

Types :-

1. Line organisation structure

- aka military org?

- line of authority flows from the top most executive to the lowest subordinate.

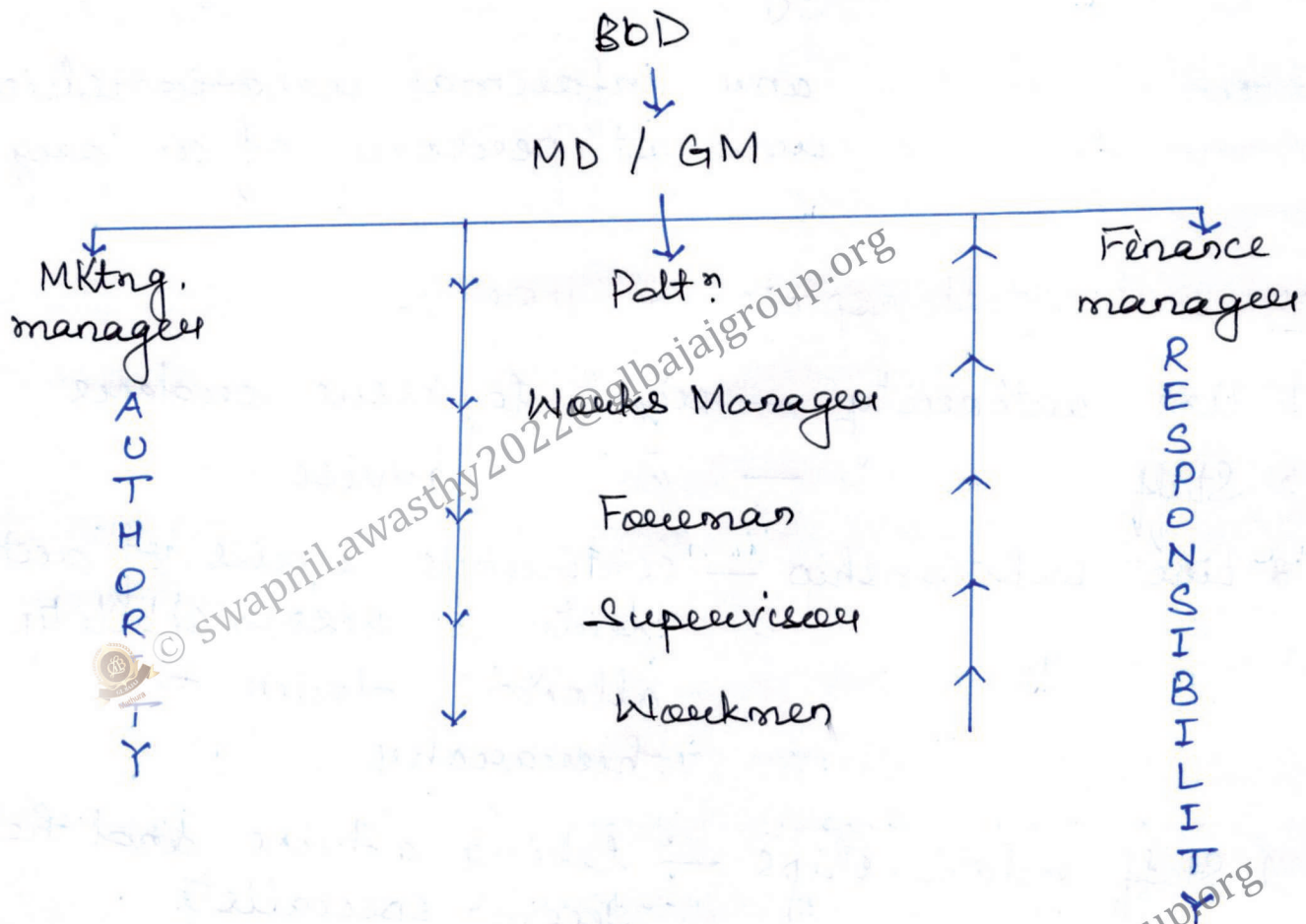
- there is unity of command.

Adv. :- i. tends to simplify & clarify authority, responsibility & accountability

ii. promotes faster decision making

iii. simple to understand

- Disadv:-
- specialists are not given importance in planning
 - key persons are overloaded & tasks

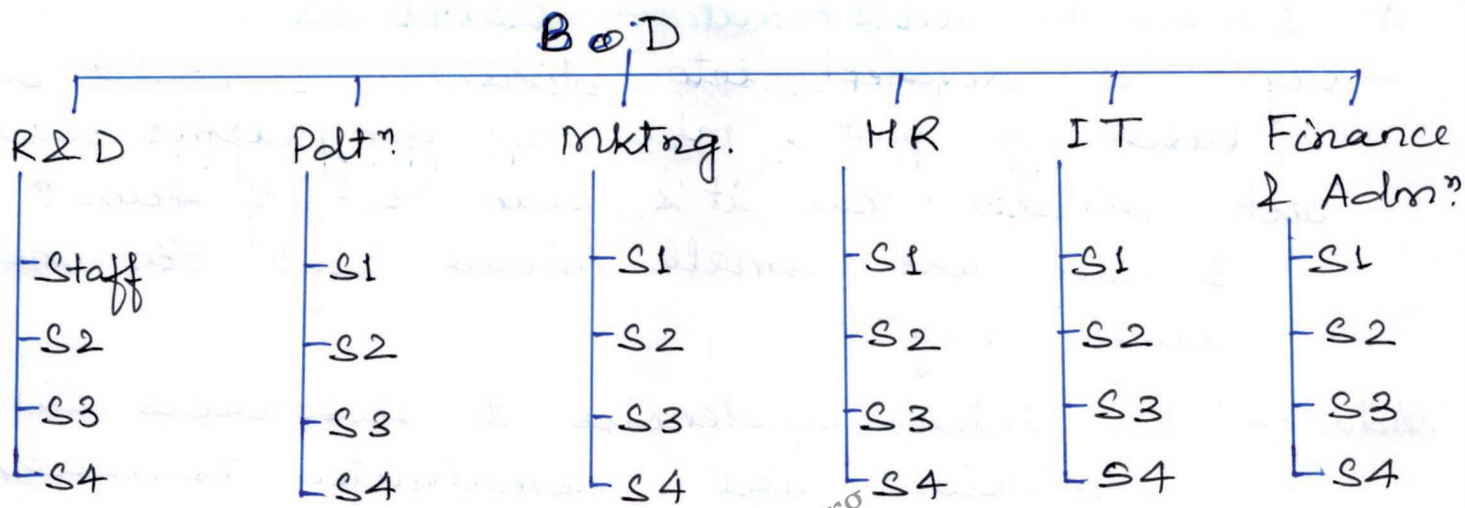


2. Functional organizational structure

- depts. are grouped acc. to functions like employment, training, salary, welfare & services, etc.
- a specialist heads each dept. & has specialized men under them.

- Adv. :-
- has the advantage of specialization
 - every operating executive concentrates on his funcⁿ.

- Disadv. :-
- lines of authority are not clear
 - absence of unity of command.



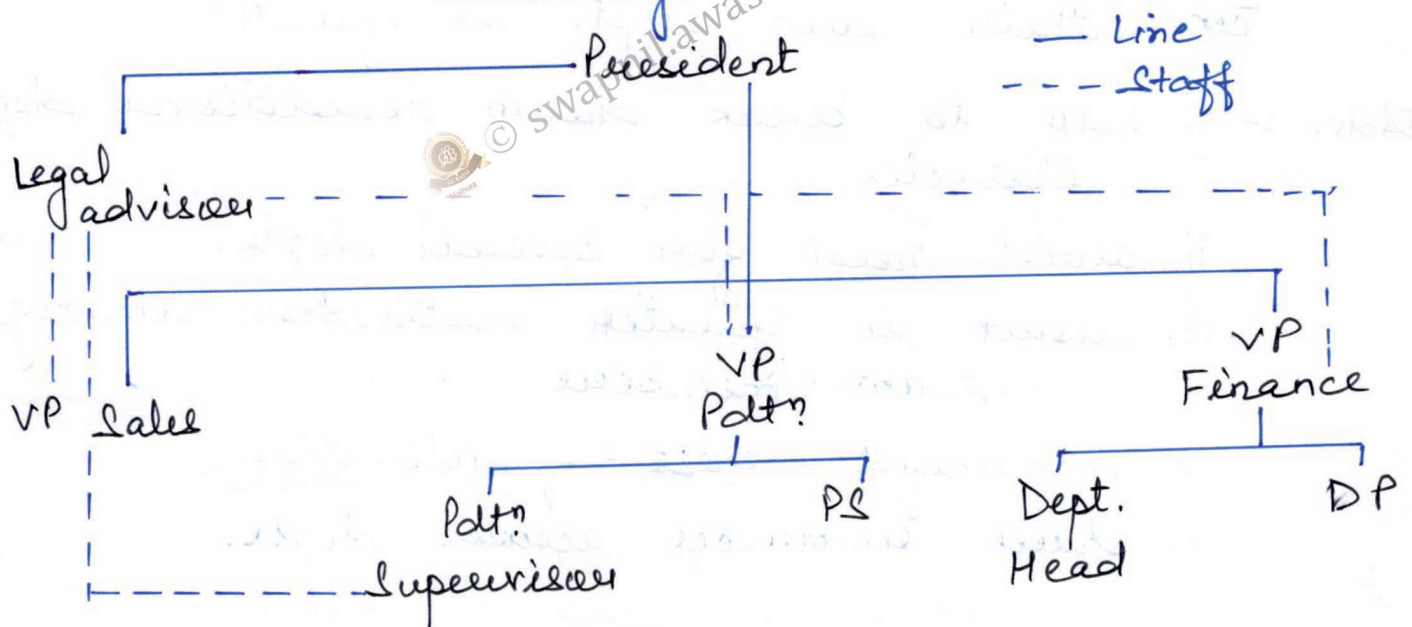
3. Line and Staff organization structure

- evolved to achieve benefits of both the line & functional org?

- org? struc. is that of line org?, but staff officers who are func? experts are orga-
-ged to advise line officers

Adv. :- i. more suitable in large enterprises
ii. allows higher flexibility & specializatn.

Disadv. :- i. may create conflict b/w line & staff personnel.
ii. staff people may dislike their lack of authority.

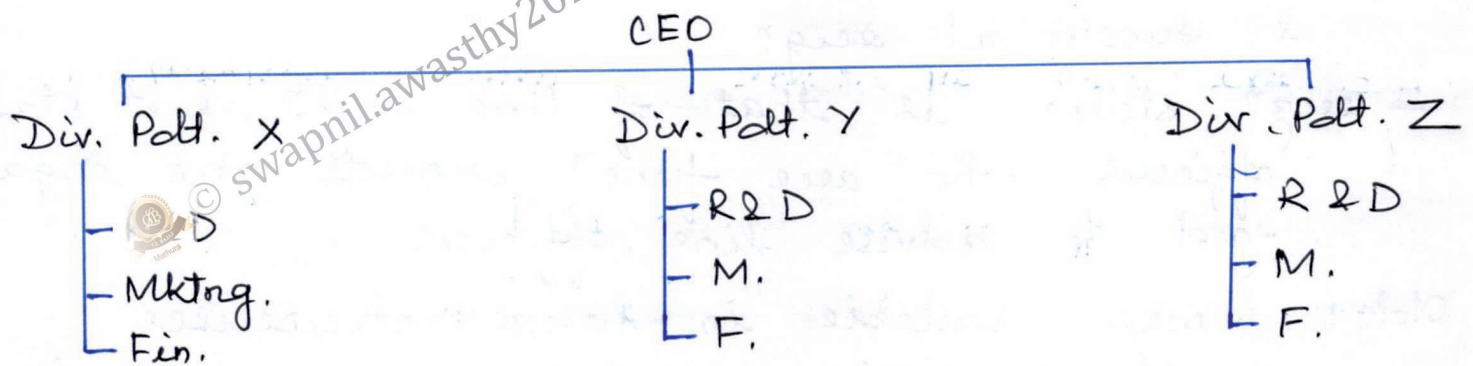


4. Divisional organization structure

- orgⁿ is divided into divisions & could be based on prod, mktg or geographic area.
- each division has its own set of funcⁿ & are like small mini orgⁿ in one large orgⁿ.

Adv. :- i. key interdependencies & resources in division are coordinated towards an overall outcome

Disadv. :- i. too much duplication



5. Matrix organization structure

- combines the traditional departments seen in functional structures & project teams.
- individuals work across teams & projects in their own dept. or funcⁿ.

Adv. :- i. help to break down traditional dept. barriers

- avoid need for several depts.
- result in greater motivation among team members
- encourages cross-fertilisation
- share resources across depts.

- Disadv. :-
- i. members of project teams may have divided loyalties
 - ii. no clear line of accountability
 - iii. difficult to co-ordinate
 - iv. takes time
 - v. team members may neglect their functional responsibilities

CENTRALIZATION

1. Decisions made by senior level managers at HQ.
2. Facilitates coordinatⁿ of value chain
3. Ensures decisions are consistent wth strategic objectives.
4. Senior executives have authority to direct maj^{-or} change.
5. Prevents duplicatⁿ of activities
6. Reduces risk of making wrong decisions at low level.
7. Ensures consistent dealings wth all stakeholders
8. Discourages initiative amo^{-ng} lower level employees

DECENTRALIZATION

1. made by employees.
2. employees who directly deal wth customers, man^{-agers}, etc.
3. motivates employees to exercise initiative
4. enables more flexible response to rapid env^{-ronment} changes
5. permits to fix better accountability
6. puts orgⁿ at risk for bad decision making
7. cross-unit coordinatⁿ is at stake for favour^{-itism}.

IHRM Planning :-

→ Process of strategically aligning an orgⁿ's human capital needs & its international business objectives & operational requirements across diff. countries and regions.

→ Involves :-

- forecasting future workforce demands

- identifying talent gaps

- developing strategies

1. Environmental Analysis

2. Alignment with International Business Strategy

3. Workforce Demand Forecasting

4. Talent Supply Analysis

5. Gap Analysis and Action Planning

6. Implementation and Evaluation

7. Integration with HR Processes

Factors affecting IHRM Planning :-

1. Global business strategy

2. Economic condⁿ

3. Regulatory & legal environment

4. Cultural & social factors

5. Labour market dynamics

6. Technological advancements

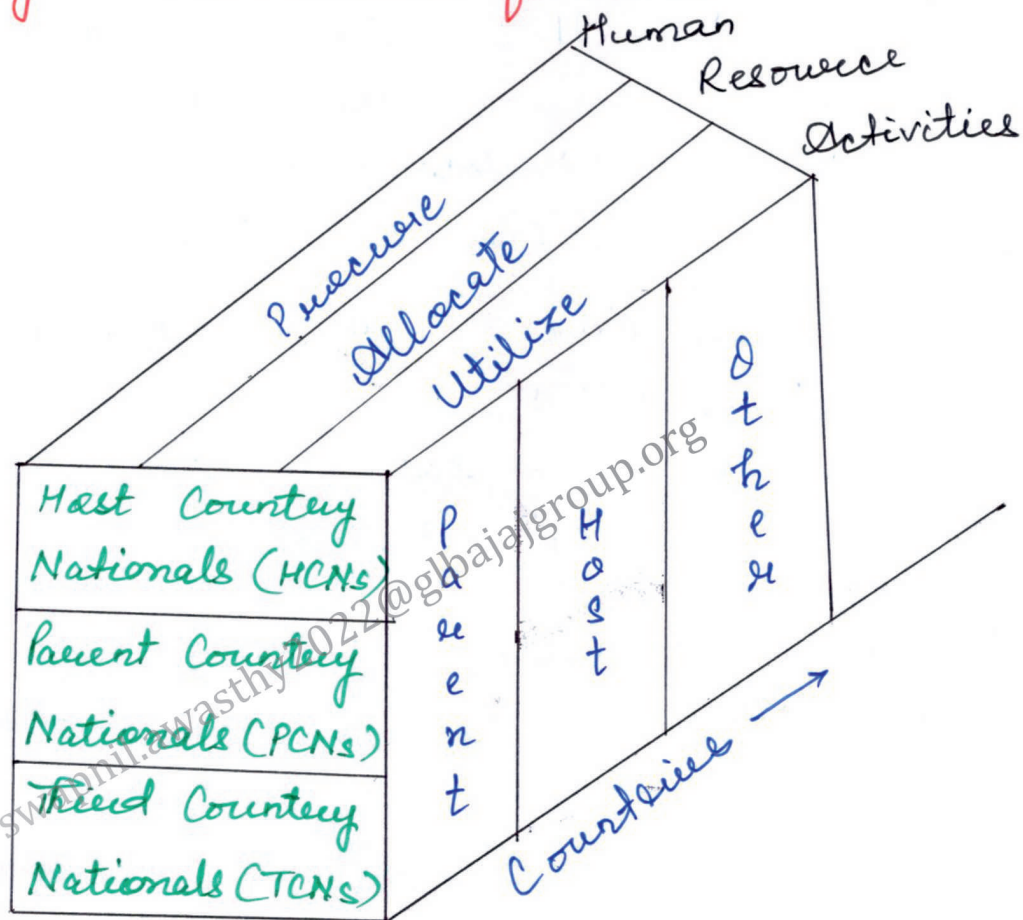
7. Globalization & market trends

8. Diversity & inclusion initiatives

9. Technology & data analytics

10. Global mobility & talent mobility

Meegan's Model of IHRM :-





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UNIT - II

Staffing Practices in IHRM :-

- Global Staffing refers to the process of recruiting and hiring employees for a company's worldwide operations.
- This involves
 - identifying the staffing needs of diff. regions,
 - sourcing & screening candidates
 - managing the logistics of hiring & onboarding employees across diff. countries and cultures.

Trends observed in International Staffing :-

- Work force diversity
- Off shoring
- Increasing use of background checks
- Identifying recruiting sources
- Challenges of dual career couples.

Methods of recruitment :-

- (a) word of mouth
- (b) structured interview
- (c) testing
- (d) work samples

→ The major factor to be considered in staffing an overseas operation is — cost.

Types of International Employees :-

(A) **EXPATRIATE** — an employee working in a unit or plant who is not a citizen of the country in which the unit or plant is located but is a citizen of the country in which the org.ⁿ is headquartered.

(B) **HOST COUNTRY NATIONAL** — an employee working in a unit or plant who is a citizen of the country in which the unit or plant is located, but where the unit or plant is operated by an org.ⁿ headquartered in another country.

(C) **THIRD COUNTRY NATIONAL** — citizen of one country, working in a second country and employed by an org.ⁿ headquartered in a third country.

Expatriates

- person temporarily or permanently residing in a country and culture other than his upbringing.
- one who leaves one's native country to live elsewhere.
- MNEs use them to ensure that foreign operations are linked effectively to parent corporations.

- used to develop international capabilities in an org.?
- can provide a pool of talent that can be tapped as the org. expands its operations more broadly into more countries.

(i) **Volunteer expatriates** — persons who want to work abroad for a period of time because of career or self-development interests.

- for short-term assignments (< 1 year)
- to experience other cultures & travel to desired parts of the world.

(ii) **Traditional expatriates** — professionals & managers assigned to work in foreign operations for 1 - 3 years.

- they then rotate back to parent corporation in the home country.

(iii) **Career development expatriates** — individuals are placed in foreign jobs to develop the international management capabilities of the firm.

- may serve 3 "tours" in diff. countries

(iv) **Global expatriates** — individuals who move from one country to another.

- prefer to work internationally.

Host - country nationals

- HCNs often know the culture, politics, laws and business customs better than an outsider would.
- tapping into the informal "power" network.
- Reasons to employ HCNs —
 - (a) problems are resolved better if one of the - is seen as one of them.
 - (b) to provide employment in the country.
- for successful hiring of HCNs, many firms form partnerships with local cos. to help in hiring.

Third - country nationals

- individuals used to handle responsibilities throughout a continent or region.
- usually staffed with qualified nationals & expatriates.
- often first hired when a co. has several foreign operations & decides to open another.
- common practice in N. America.

→ Transnational Project Teams

- may be temporary or permanent.
- formed to solve a specific problem or to handle ongoing activities.
- include Hqs representatives
HCNs
TCNs

- useful as - potentially valuable business unit development vehicles
- limitations - geographical barriers
cultural barriers

Recruitment and Selection for Overseas

Assignments :-

Recruitment - searching for and obtaining potential job candidates in sufficient numbers and quality so that the orgⁿ can select the most appropriate people to fill its job needs.

Selection - process of gathering information for the purposes of evaluating and deciding who should be employed in particular jobs.

→ Issues in staff selection :-

The myth of the global manager

- there is universal approach to management.
- acquire multicultural adaptability and behaviour
- international managers share common characteristics
- no impediments to mobility

Expatriate Failure — premature return of an expatriate, i.e., a return home before the period of assignment is completed.

— represents a selection error

→ Multinational Enterprise (MNE)

— will produce and market their products anywhere in the world.

— an orgⁿ that holds a hefty equity share; usually 50% or > of orgⁿ, functioning in an overseas country.

— can be formed when an orgⁿ in one country makes an impartiality investment in an orgⁿ, in another country.

Foreign Direct Investment (FDI) — an investment in an overseas orgⁿ where the overseas financier holds at least 10% of the average shares, accepted as the objective of proving a 'lasting interest' overseas, a durable bond & momentous influence on management of orgⁿ.

Role of MNE in staffing approaches :-

The compensation that a host country can acquire from FDI is :-

1. capital
2. technology
3. skills & management
4. access to markets

Expatriate Selection Processes.

Formal

Informal

Open

clearly defined criteria
" " measures
training for selectors
open advertising of
vacancy
(internal / external)
panel discussion.

less defined criteria
" " measures
limited training for
selectors
no panel discussions
open advertising of
vacancy
recommendations

Closed

clearly defined criteria
" " measures
training for selectors
panel discussions
nominations only
(networking / reputa-
-tion)

selectors' individual
preferences determine
criteria & measures
no panel discussions
nominations only
(networking / reputa-
-tion)

Approaches to the Staffing of MNEs :-

① Ethnocentric approach — used in the early stages of international-

- lizing, when it is perceived that HCNE are not sufficiently qualified to take up the job.
- power away for Head quarters control & co-ordination? & adequate communication.
- Drawback — it robs the HCNE of their legitimate promotion opportuni-
-ties.

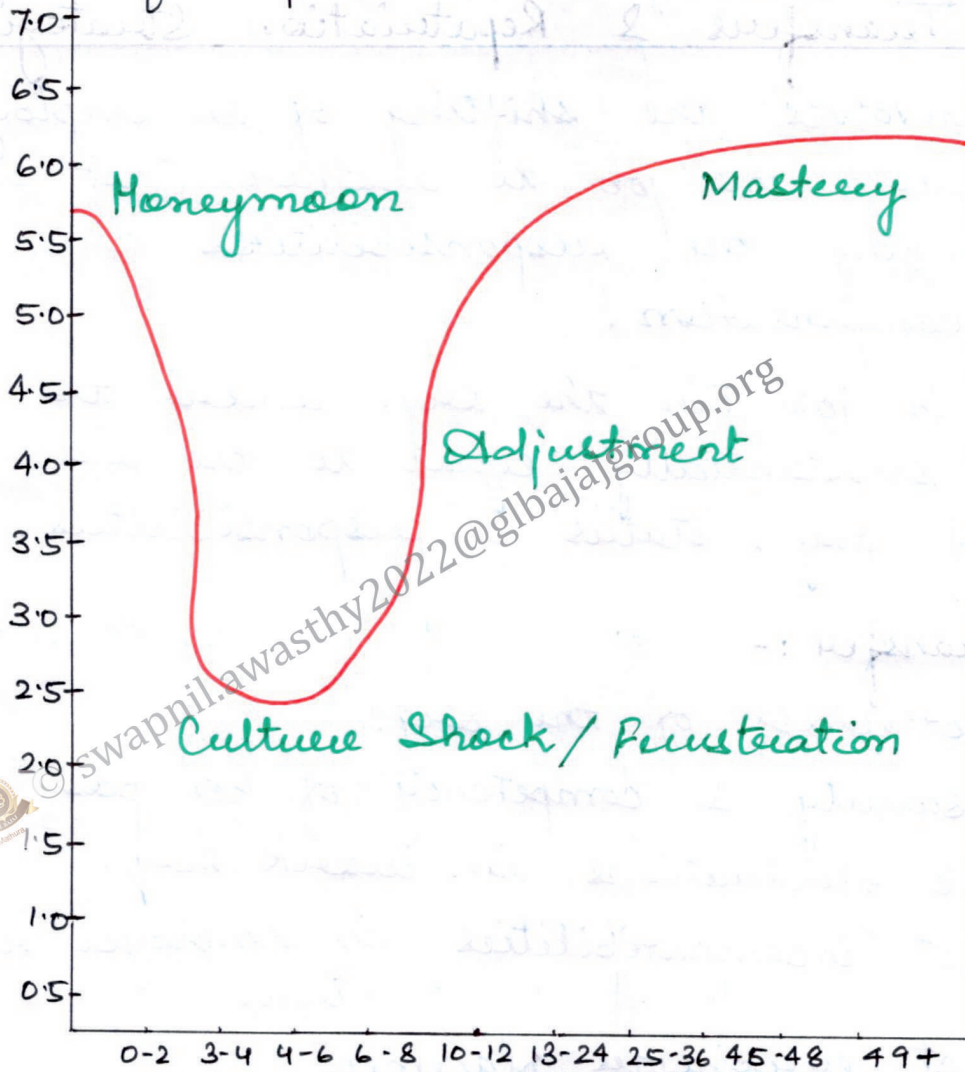
- ② **Polycentric** — HQ is staffed by HCMs
— less costly than ethnocentric approach.
- eliminates language barriers b/w managers, customers & public.
 - Drawback — denies opportunities for PCMs to take up international assignments & gain valuable exposure.

- ③ **Geocentric** — HQ & subsidiary are staffed by most suitable employees.
- MNC is able to utilize the best talent available.
 - involves transfers from one country to another.
 - Drawback — impose restrictions on free movement of labour
— require a lot of documentation

- ④ **Regiocentric** — recruitment & selection are done on a regional basis
- transfers are restricted to countries in the region.

CULTURE SHOCK

Degree of Adjustment



Honeymoon stage → individual is fascinated & charmed by new culture.
→ intense and satisfying

Frustration stage → most difficult & tiring
→ the fatigue of not understanding gestures, signs and language sets in & miscomm? may happen frequently.

Adjustment stage → start to feel familiar & comfortable in the culture, people, food & language.

Mastery / Acceptance stage → signifies realization that complete understanding is not necessary to func? & thrive.

International Transfers & Repatriation Strategies :-

Transfer — involves the shifting of an employee from one job to another with changing the responsibilities or compensation.

OR change in job in the orgⁿ where the new job is substantially equal to the old in terms of pay, status & responsibilities.

Purpose of transfer :-

- to ↑ effectiveness of the orgⁿ
- ↑ versatility & competency of key positions
- to deal w/ fluctuations in work req.
- to correct incompatibilities in employee relations
- to correct erroneous placement
- to relieve monotony
- to adjust workforce
- to punish employees

→ Types of transfer :-

1. **Production transfer** — ~~see~~ when there is need of manpower in one dept.

& surplus manpower in other dept.
made to meet the co. requirements.

2. **Replacement transfer** — takes place to replace a new employee who has been in the orgⁿ for a long time, thereby, giving some relief to an old employee.

3. **Remedial transfers** — made to rectify the situation caused by faulty selection and placement procedures.

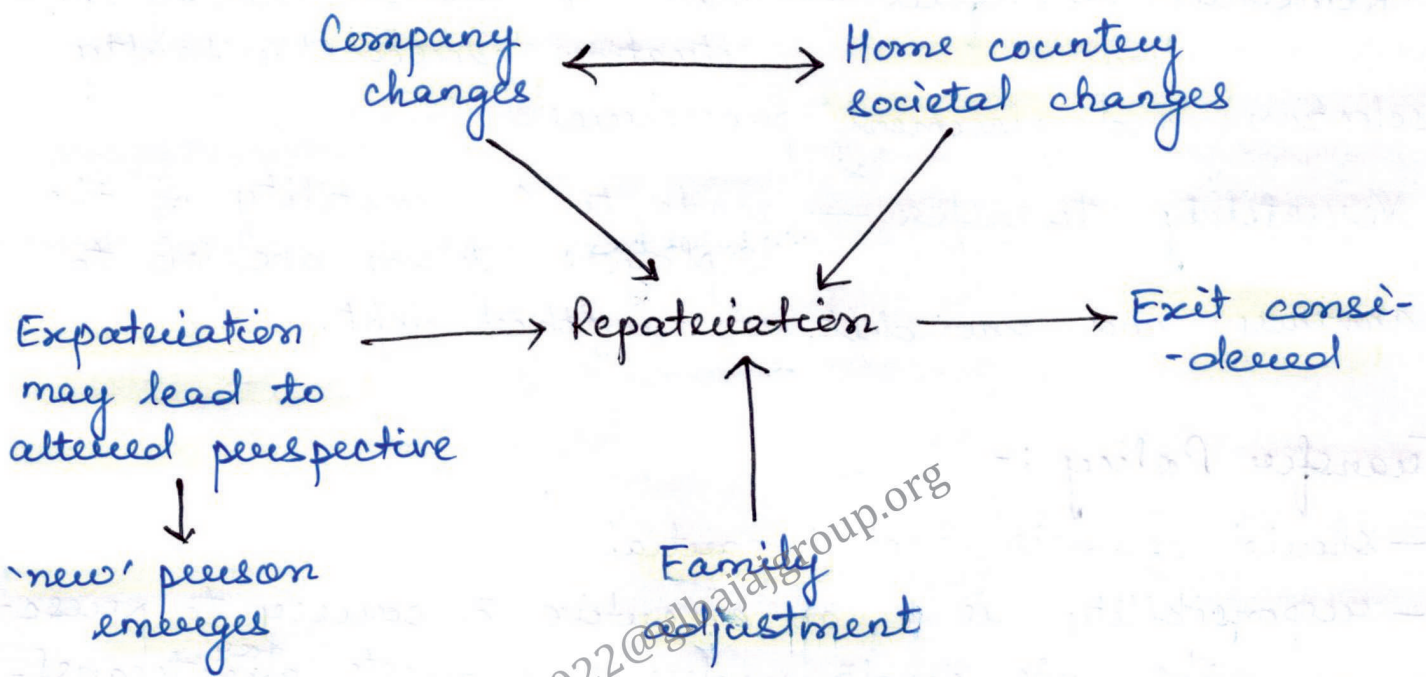
4. **Versatility transfer** — made to ↑ versatility of the employees from one job to another and one dept. to another dept.

Transfer Policy :-

- should be fair and impartial
- responsibility is to an executive & powers to prescribe the condⁿ under & requests ^{for} transf-
— ~~condⁿ~~ are approved.
- specify types of transfers & condⁿ under & it will be made.
- locate authority in some officers who may initiate & implement transfers.
- indicate its basis — seniority or skill
- decide the rate of pay
- intimate the fact of transfer
- in writing & duly communicated.
- not to be made frequently

Repatriation :-

refers to the termination of the overseas assignment & coming back to the home country or to the country where the HQ is located or to the home subsidiary from where he/she was expatriated.



40% of repatriates leave their co. in the year.
The solⁿ is :-

- consult on the design of proactive repatriation processes to help you hold on to the employee on return
- run custom designed programme to suit the expatriates specific needs.
- personal development profiles on return.

Individual reactions :-

Job related — work adjustment
 coping to new role demands
 career anxiety
 loss of status & pay

Social factors — can distance the expatriate
 each family member undergoes readjustment
 re-establishing social networks can be difficult
 effect on partner's career.

Repatriation activities & practices :-

Pre-departure :-

- sponsored assigned
- comm? protocols established
- web & media contacts for context
- training & orientat?

During assignment :-

- home leave
- work-related info? exchanges
- ongoing comm? & sponsor
- systematic pre-return orientat?

Upon return :-

- new assignment
- organizational reconnect?
- assistance & non-work factors
- rituals or ceremonies to share experience.

Process :-

- A. Preparation
- B. Physical relocation
- C. Transition
- D. Readjustment

Challenges of effective repatriation :-

1. Organizational factors
2. Individual "
3. Socio-cultural "

Repatriation Management :-

1. Re-expatriation
2. Repatriation programme
3. Repatriation strategies

Repatriation Strategy :-

Pre-expatriation

↓
During the assignment

↓
Preceding repatriation

↓
After repatriation

Implication — process of identifying a potential candidate in host country & moving him/her to parent country.

Areas to be considered when planning repatriation :-

1. educate & engage others
2. compensation
3. career development
4. ongoing support
5. families
6. continuous improvement

Training and Development in International Context :-

- Developing training programme for foreign employees — developers should be aware of the diff. b/w high & low context cultures.
- recognize how the design of a training program can influence participation & effectiveness of participants in low culture.
- define goals & objectives
- objectives should specify — training methods
media
support material
- consider employee's language & culture.
- train through — slides
employee manuals
onboarding materials
translated materials
interpreters
- employee manuals
safety manuals
SOPs
quality manuals
- goals should be — measurable
linked to performance
approved by top management.
- Reasons for failure :- cultural diff.
loneliness
high cost of living
relationship problems

Cross-Cultural Preparation :-

teaches the employee how to conduct business & get things done by introducing business practices and cultural norms of the foreign country.

It includes THREE stages — Preparation
Acclimation
Repatriation

1. Preparation :-

takes place before the employee is sent overseas
includes training on — language
culture
customs

employee, spouse & children are briefed on —
housing
shopping
healthcare
education
other info.
instruction includes — presentation
exercises

2. Acclimation :-

receive more comprehensive training post arrival in the host country
host family enters a mentoring program
helps assimilate into new env.
employee is assigned to a mentor at work.

3. Repatriation

Performance Management in International Organization :-

- aim — converting plans into expected results through effective execution.
- adopts a proactive approach that requires a manager to ① detect the underperformance at an early stage ② take corrective action to reduce future damage.
- Benefits :-
 - i. enhances individual & team performance
 - ii. identifies true potential
 - iii. establish a proper mechanism to reward good performance
 - iv. encourages employees for better & challenging roles.
- Performance mgmt. of expatriates depends on —
 - compensation
 - cultural adjustments
 - tasks
 - job roles
 - support from HQ & host env?
- Challenges of international performance mgmt :-
 - i. total co. vs parts of it
 - ii. standard format vs customized format
 - iii. uniformity of data of performance

- iv. environmental variations
- v. validity of performance criteria
- vi. time & distance variations
- vii. varied levels of maturity
- viii. rater's competence
- ix. rater's bias
- x. host env.?
- xi. cultural adjustments

→ **Methods :-**

Self evaluation

Peer evaluation

Outsider appraisers

360 degree appraisal

Adapts **THREE** general approaches :-

The host based approach - MNC adopts local performance appraisal system.

- polycentric approach
- adv. :- local responsiveness
- disadv. :- resistance of PCNE
loss of control

The home based approach - MNC adopts transfers home performance

- appraisal system to its overseas operat?
- ethnocentric approach
- adv. :- equitability
- disadv. :- resistance of local employees
lack of responsiveness

The integrative approach — MNC uses a mix of home & host performance appraisal policies.

- geocentric approach
- adv:- of both host & home based approach
- disadv. :- difficult to operate

→ Performance appraisal criteria :-

Hard goals (quantitative) — ROI

market shares

sales

profits

units produced

Soft goals (qualitative) — relationship or trait based

customer relations

initiative

cooperation

loyalty

attitude

degree of effort

specific abilities

skills

leadership style

interpersonal skills

relationships in local communities

Global Compensation Practices :-

1. Going Rate Approach

- based on local market shares
- relies on comparisons of survey of the local nationals
 - expatriates of same nationality
 - expatriates of all nationalities
- compensation is based on selected survey comparison pay packages.

Adv. :-

- i. equality w local nationals
- ii. simplicity
- iii. identification w host country
- iv. equity amongst diff. nationalities

Disadv. :-

- i. variation b/w assignments for the same employees
- ii. rivalry b/w expatriates of same nationality in getting assignments
- iii. potential re-entry problems in home country

2. Balance Sheet Approach

- system designed to equalize the purchasing power of employees at comparable post levels living abroad & in home country.
- provide incentives to offset qualitative differences b/w assignment locations.
- maintenance of living standards of home country + financial inducement.

- Goods & services
- housing
- income taxes
- reserve

III - TIMU

Adv. :- i. equality b/w assignments & b/w expatriates of same nationality
ii. facilitates expatriate re-entry
iii. easy to communicate to employees.

Disadv. :- i. considerable disparities b/w expatriates of diff. nationalities & b/w expatriates & local nationals
ii. complex to administer due to changing economic condⁿ, taxatⁿ etc.

UNIT - III

Industrial relation and International practices

in Industrial relation :-

Industrial relation — deals with relationships among employees employing foreign nationals, employees of diff. nationalities, home & host country govt. & trade unions operating in various countries & their national & international alliances.

→ Characteristics :-

- i. result of employment relationships
- ii. introduced the concept & method of balancing & cooperating
- iii. formulate rules & regulations to maintain harmonious relations
- iv. intervention of govt. through laws, agreements, rules, charters, etc.
- v. incorporate both individual & collective relations
- vi. main parties — employees & their orgⁿ.

→ Objectives :-

- i. establish industrial peace
- ii. safeguard interests of workers & mgmt.
- iii. avoid industrial disputes
- iv. raise prodⁿ capacity
- v. establish industrial democracy
- vi. minimise labour turnover rate & absenteeism.

→ Importance :-

- i. promotes democracy
- ii. high morale
- iii. avoid conflicts b/w mgmt & union
- iv. minimises wastage
- v. economic growth & development

→ Approaches to IR :-

1. Unitary

- emphasises on growth of the orgⁿ & both, mgmt & employees
- existence of unions, govt. & tribunals.

2. Pluralistic

- perceives orgⁿ as coalitions of competing interests
- trade union as legitimate representative of employee interests
- stability

3. Marxist

- focuses on type of society in & an orgⁿ funcⁿ
- conflict arises due to division in society

→ International Practices :-

Labour Laws -

- labour mgmt. relationship
- clarity about applicable laws like National Labour Relations Act.
- establishes employees' rights & sets out obligations & responsibilities of employees & labour unions

Leadership Training -

- covers how to assign work & provide feed-back about performance & basic employment law such as -

Fitte Title VII of Civil Rights Act preventing workplace harassment.

- supplement your supervisory training & labour-mgmt. related components
- supervisors & managers to be 1st responders concerning labour-mgmt. issues.

Collective Bargaining -

- include developing mgmt. strategy & proposals for contract negotiatⁿ. atleast 6 months before contract expiratⁿ. date.
- assess negotⁿing team's workload
- reassign long-term projects
- ~~the~~ NLRA requires both mgmt & union make themselves available for contract negotiations.

Resources —

- take advantage of resources available to staff, supervisors & managers
- continuing education: courses, workshops & seminars on building relationships & labor union representatives
- use social media & internet research

Union Free Workplace —

- improve employee relations practices
- strengthen employee-employer relationships by addressing workplace issues.
- conduct routine vulnerability assessments
- vigilance pays off — showing interest in & appreciation for your employees.

Grievance Handling —

- processing a union-employee grievance
it's a 3-step process.
- if matter is not resolved in allotted 3 steps, the case goes to arbitration.

Shifts in IHRM and IR :-

1. Globalization

managing a more diverse workforce across diff. countries & cultures.

- greater emphasis on IHRM
- managing international assignments
- cross-cultural training
- developing global compensatⁿ. benefit packages.

2. Technological advancements

more remote working & collaboratⁿ across borders.

- managing virtual teams
- ensuring effective commⁿ.

3. Economic changes

↑ed competitⁿ for talent

demand for skills & nature of work.

- greater emphasis on talent mgmt.
- workforce planning

4. Legal & Regulatory changes

changes in → labour laws

→ im^{pr} legislatⁿ policies

→ other legal & regulatory frameworks

- greater need for compliance & workforce planning

5. Changing attitudes towards work

employees place greater importance on work-life balance, job satisfaction & purpose-driven work.

— greater emphasis on employee engagement & well-being

6. Digitalization and AI

new ways of managing the workforce using - HR analytics

- talent assessment tools

- chatbots for employee support.

International Strategic HRM :-

ISHRM involves designing & implementing HR policies and practices that help MNCs manage their workforce effectively across diff. countries.

→ Goal :- align HR strategies & the overall business strategy to achieve competitive advantage globally.

→ Key aspects :-

1. Global talent mgmt.

- talent acquisition
- development
- retention

2. Cultural management

- cross-cultural training
- cultural adaptation
- diversity & inclus.

3. Global HR policies & practices

- standardizatⁿ vs localizatⁿ
- global HR systems
- compliance & legal issues

4. Expatriate management

- selectⁿ & preparatⁿ
- compensatⁿ & benefits
- repatriatⁿ

5. Performance management

- global performance standards
- appraisal systems
- feedback & development

6. Strategic workforce planning

- workforce analysis
- succession planning
- flexible workforce

Practical implications of I-SHRM:-

1. Organizational structure
2. Comm? & collaborat?
3. Technology & innovat?
4. Leadership & management

Use:-

- effectively manage their workforce & achieve their global strategic objectives.
- helps org? leverage their HR to gain a competitive advantage in global marketplace
- include — global talent mgmt.
cultural mgmt.
global HR policies
expatriate mgmt.
performance mgmt.
strategic workforce planning.

International Labour Standards :-

- ILS are instruments drawn by up by the ILO's constituents that set out basic principles and rights at work.
- must be adopted by the International Labour Conference (ILC)

Forms of ILS :-

1. Convention — legally binding treaty open for ratification of member states currently, there are 189 ILO Conventions.
2. Protocol — legally binding treaty to supplement or update an existing convention can only be ratified by a member state who ratified the mother Convention. currently, there are 6 protocols.
3. Recommendation — set of non-binding guidelines are not open for ratification. currently, there are 203 ILO recommendations.

Formation of ILS :-

- Standards are adopted by 2/3 rds majority vote of the ILO's constituents. to ensure,
- Most stds. have been formulated in a manner that makes them flexible enough to be translated into national law & practice & due consideration.

→ other stds. have 'flexibility' clauses allowing states to lay down temporary stds.

Benefits :-

- i. path to full & productive employment & decent work for all.
- ii. international legal framework for fair & stable globalizatⁿ.
- iii. means of improving economic performance
- iv. safety net in times of economic crisis
- v. strategy for reducing poverty
- vi. sum of international experience & knowledge

Origin & Evolution :-

ILS emerged as a response to social & economic turmoil triggered by the Industrial Revolution.

founded in 1919, as a part of Treaty of Versailles, ended WW-I.

Structure :-

ILC
Governing body
ILO

o-office

Global Unions :-

→ International trade union orgⁿ working together in a shared commitment to the ideals & principles of the trade union movement.

- Aim :-
- i. to organize
 - ii. to defend human rights & labour stds. everywhere
 - iii. to promote the growth of trade unions for benefit of working people.

Global Union Federations (GUFs) seek to build international co-operation, joint action, & global solidarity among trade unions in diff. countries that share common employees.

Regional Integration and Framework Agreements :-

Regional integration: — process in which neighbouring states enter into an agreement in order to upgrade cooperation through common institutions and rule.

Organised by :-

- supranational institutional structures
- intergovernmental decision making
- or comb. of both

Focus on :-

- removing barriers to free trade in the region.
- increasing free movement of people, labour, goods, & capital across national borders
- reducing possibility of regional armed conflict
- adapting cohesive regional stances on policy issues

Intra - regional trade — refers to trade which focuses on economic exchange primarily b/w countries of the same region or economic zone.

RI — territorial systems that increase the interactions b/w their components & create new forms of org. co-existing with traditional forms of state-led org. at national level.

joining of individual states in a region into a larger whole.

Functions of RE :-

- strengthening trade integration in region.
- creating an appropriate envⁿ for private sector development.
- development of infrastructure programmes
- " " strong public sector inst-
-itutⁿ & good governance
- reductⁿ of social exclusion

Qualitative & quantitative changes in agreement
— Regional Integratⁿ Scheme

Major changes — deep integratⁿ recognitⁿ
closed regionalism to open
advent of trade blocs ^{model}

UNIT - IV

Equal Opportunity & Diversity Management in

Global Context :-

Diversity — similarities & differences among employees in terms of age, cultural background, physical abilities & disabilities, race, religion, gender & sexual orientation.

Equality — refers to everyone having the same rights and being offered the same opportunities.

Benefits of diversity at workplace :

variety of diff. perspectives

increased creativity

higher innovation

faster problem solving

better decision making

increased profits

higher employee engagement

reduced employee turnover

better company reputation

improved hiring results

Challenges :-

acceptance & respect
accommodatⁿ. of beliefs
ethnic & cultural diffⁿ
gender inequality
physical & mental disabilities
generatⁿ. gaps
language & commⁿ

Management :-

Spot problems & overcome them
Treat people as individuals
Set objective stds.
Communicate clearly
Have clear policies
Accept feedback from employees

Advantages :-

higher productivity
ideas are generated on global scale
looks good to other businesses
looks good to future clients & customers.

Disadvantages :-

strong resistance to change
increased chance of miscommⁿ
goals & objectives must be clear
costly to hire new employees
tension may arise among staff members.

Equal Opportunities :-

- make fair employment decisions
- grant reasonable accommodations
- craft unbiased policies
- stop workplace harassment
- provide equal pay
- respond to discrimination complaints
- keep employment records

Disparate Treatment — occurs when an employer intentionally takes an employee's protected status into consideration when taking an adverse employment action.

Disparate Impact — occurs when an employer adopts a policy or practice that seems neutral & non discriminatory on its surface.

Min^m height requirements

Physical agility test

Clean-shaven requirements

Harassment

Quid pro quo harassment

Hostile envⁿ

Retaliation

Preventing violations & managing risk

Sensitivity to Cultural Diversity :-

foundational principle that underpins the harmonious coexistence of diverse individuals in a globalized world.

values

beliefs

customs

norms

} shape unique identity of each culture

Importance :-

fosters inclusivity

reduces conflict & misunderstandings

enhances commⁿ

boosts creativity & innovatⁿ

attracts & retains talent

Scope :-

cultural awareness

diverse hiring practices

inclusive policies & procedures

flexible work arrangements

language accessibility

feedback mechanisms

cultural exchange programme

Features :-

commⁿ challenges

cultural norms & values

leadership & mgmt styles

workplace diversity & inclusion

cross-cultural teamwork & collaboratⁿ

→ Strategies for managing it :-

Hiring

Comm?

Religious accommodat?

Schedule changes

Exceptions to dress code

Develops cohesive teams

Intercultural interact?

Best organizational practices

Policies & procedures

Zero tolerance policy

Sensitivity training

Elements :-

Awareness

Respect

Open-mindedness

Empathy

Adaptability

Inclusion



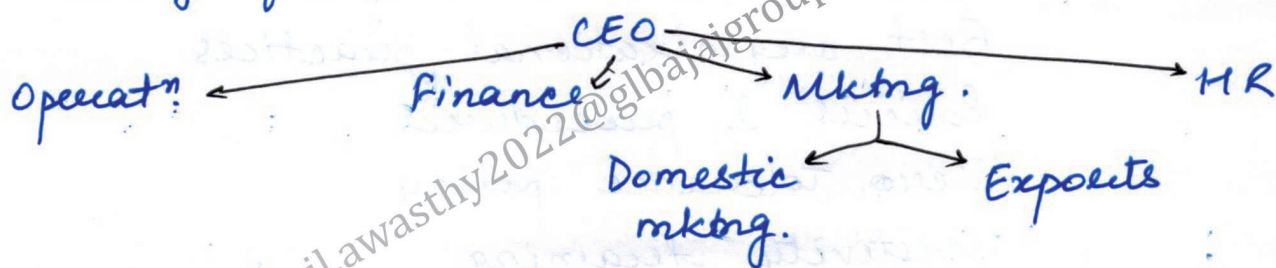
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Global Organization Structures :-

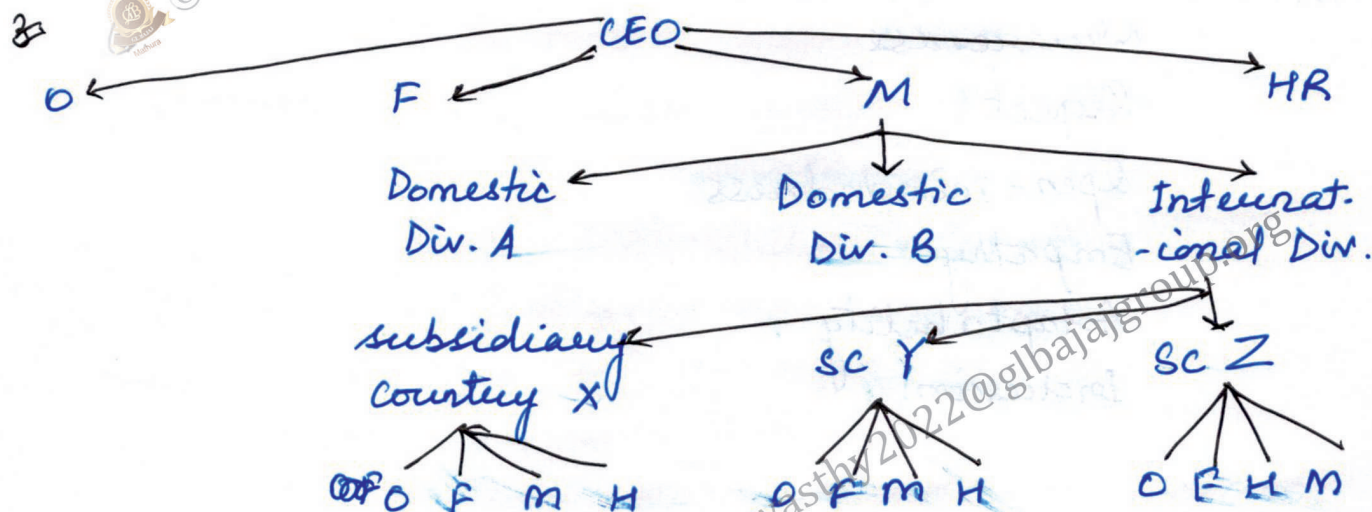
1. Export documents against exports dept.

mkt. & sales dept. — looks after exports & when (small firm) vol. of sales is low

exports dept. — ↑ exports turnover (large firm)



2. International Division Structure



3. Global orgⁿ struc.

Global functional divⁿ structure

Global prod structure

Global geographic structure

Global matrix structure

Translational network struc.

Conceptual framework :-

Dispersed sub-units

Specialized operatⁿ

Inter-dependent relationships

4. Evolution of Global Orgⁿ structure :-

evolutionary pattern

matrix or tiers - national network struc.

or hybrid structures i.e. both

cos. i.e. emphasis on global business strategies

— global prod structures

cos. i.e. emphasis on location

— global geographic structures

Emerging Trends in Employee Relations and Emplo-

- yee Involvement :-

- Centralizatⁿ of ER funcⁿ
- An increasing focus on metrics and analytics
- Workplace safety

Trends in Employee Relations :-

- kind of workplace has changed over the years
- changes in structure have led to changes in culture
- the attitude of employees towards their employer has also changed & vice versa

Trade Union Decline

less recruitⁿ in no. of people who join the trade unions.
even if they join - do not take part in activities

Window on practice

problems is getting members from places like called dispersed sectors

diff. employees lay scattered in small places of work throughout the entire country.
work in teams.

Collective bargaining and industrial actions.

Convergence and Divergence in personal management in developed and developing countries:-

- gement in developed and developing countries:-

Convergence:- tendency for HR practices & policies to become more similar across diff. countries due to globalizatⁿ
 techⁿ advancements
 diffusⁿ of best practices

Factors driving convergence include :-



Globalizatⁿ

- standardized practices
- global workforce mobility

2. Techⁿ advancements

- HR techⁿ
- remote work

3. Best practices & benchmarking

- adoption of best practices
- international standards

Divergence:- refers to the differences in HR practices & policies that arise due to — cultural — economic — regulatory contexts

Factors driving divergence include —

1. **Cultural differences**
 - mgmt style
 - comm. styles

2. **Economic context**

- compensatⁿ & benefits
- labour mkt. condⁿ

3. **Regulatory envⁿ**

- labour laws
- unionizatiⁿ

Practical Implications :-

For developed countries —

- **advanced HR techⁿ**
- **employee development**
- **work-life balance**

For developing countries —

- **resource constraints**
- **focus on compliance**
- **basic training needs**

Strategies to manage both :-

- **Adaptable HR policies**
- **Cross-culture training**
- **Global HRIS**
- **Local expertise**
- **Regular review & adaptation**

UNIT - V

Emerging Trends in IHRM :-

1. Digital transformation?

(a) HR tech? & automatiⁿ.

- HRIS & cloud based solⁿ.
- AI

(b) Remote work and virtual teams

- remote work policies
- virtual collaboratiⁿ tools

2. Global Talent mgmt.

(a) Talent acquisitiⁿ & mobility

- Global talent sourcing
- flexible mobility programs

(b) Employee experience & engagement

- personalized employee experience
- engagement strategies

3. Diversity, Equity and Inclusion (DEI)

(a) Inclusive culture

- global DEI initiatives
- bias training

(b) Equity and fairness

- pay equity
- inclusive benefits

4. Employee well being & mental health

(a) Holistic well-being programs

- mental health support
- work-life balance

(b) Health & Safety

- global health stds.
- remote work safety

5. Data-driven HR mgmt

(a) People analytics

- predictive analytics
- data-driven decision making

(b) Metrics and KPIs

- global HR metrics
- benchmarking

6. Agile HR practices

(a) Agile methodologies

- agile HR
- continuous feedback

(b) Change mgmt.

- adaptive change strategies
- reskilling & upskilling

7. Strategic Workforce Planning

(a) Future workforce needs

- scenario planning
- strategic alignment

(b) Talent development

- leadership dev.
- continuous learning

HR / IR issues in MNCs :-

Conflict management

Hours & wage issues

Adequate safety in workplace

Annual leave disputes

Timekeeping & attendance issues

Issue 1 : Labour relations

2 : Trade Union Tactics

3 : Political

4 : Social and identity

5 : Powers and knowledge

Corporate Social Responsibility in MNCs :-

- +ve ways through which MNCs may affect the society in which they operate.
- the commitment of business to contribute to sustainable economic dev.
- Globalization & growth in competition
- ↑ size & influence of cos.
- Retrenchment & repositioning of govt. & its roles
- War for talent
- growth of global civil society activism
- ↑ imp. of intangible assets

Key Aspects :-

1. Environmental responsibility
 - Social - sustainability practices
 - waste mgmt.
2. Social responsibility
 - community engagement
 - D and Inclusⁿ
3. Economic responsibility
 - fair trade practices
 - local economic dev.
4. Ethical responsibility
 - corporate governance
 - anti-corruptⁿ measures

Challenges :-

1. cultural differences
2. regulatory compliance
3. stakeholder expectations
4. resource allocation

Benefits :-

1. enhanced reputation & brand loyalty
2. employee engagement & retention
3. risk management
4. market differentiation

Strategies for effective CSR :-

1. align CSR with business strategy
2. stakeholder engagement
3. local adaptation
4. transparent reporting
5. partnerships and collaboration
6. employee involvement
7. continuous improvement

