



**INTERNATIONAL QUALIFICATIONS
AND ASSESSMENT CENTRE (IQAC)**



Programme	Level 6 BA (Hons) BUSINESS ADMINISTRATION		
Unit Number/ Unit Title	Unit 3 INTERNATIONAL HUMAN RESOURCE MANAGEMENT		
Cohort Code:	L06IHRM-U3		
Unit Level	LEVEL 6		
Total GLH	Total qualification time 120/ Total Guided learning hours 48/ Self-guided learning hours 72		
Credits/Hours	12 CATS/ 6 ECTS		
Lecturer			
Start Date		End Date	

Unit Aims	Provide students with a foundational understanding of HR management in an international context, addressing global workforce challenges, cultural diversity, and standards.
Differentiation Strategies <i>(e.g. planned activities or support for individual learners according to their needs)</i>	Various approaches to addressing the various identified students needs will be adopted throughout the lesson. Such will include: <ol style="list-style-type: none">1. Progressive tasks2. Digital resources3. Verbal support4. Variable outcomes5. Collaborative learning6. Ongoing assessment7. Flexible-pace learning
Equality & Diversity	Variety of teaching techniques will be employed to ensure that the needs of each individual learner are met.
Safeguarding & Prevent	Safeguarding policies and the Prevent duty are strictly observed to ensure the safety, well-being, and inclusivity of all students and staff.

Health & Safety	SIRM H&S policies will be maintained.	
Learning Resources	Teaching and Learning Materials "International Human Resource Management" by Peter J. Dowling, Marion Festing, Allen D. Engle "Managing Across Cultures" by Helen Deresky "Global HRM" by Paul Sparrow, Chris Brewster, and Hilary Harris	Virtual Learning Environment College Moodle/Zoom
Enrichment Opportunities	Virtual learning platform.	

Learning Outcome	Assessment Criteria
LO1. 1. Understand the scope and significance of international HRM.	1.1 Define international HRM and explain its core functions. 1.2 Differentiate between domestic and international HRM practices.
LO2. 2. Analyze the influence of cultural diversity on HRM strategies.	2.1 Assess challenges in managing a culturally diverse workforce. 2.2 Evaluate strategies for effective cross-cultural communication and team collaboration.
LO3. 3. Examine international recruitment, selection, and employee development processes.	3.1 Describe recruitment and selection practices for a global workforce. 3.2 Discuss the importance of training and development in multinational settings.
LO4. 4. Assess the role of HRM in supporting global organizational goals.	4.1 Explain how HR practices align with organizational strategy. 4.2 Recommend improvements to HRM practices for multinational organizations.

No	Learning Outcome / Topic	Learning and Teaching Activities	Which assessment criteria does the session relate to?	Day/month/year/ signature
1.	Introduction to International HRM	<ul style="list-style-type: none"> • Seminar: Define IHRM and its global relevance • Academic Reading: Brewster et al. on global HRM • Case Review: McDonald's HR functions in various countries 	LO1, 1.1	
2.	Core Functions of IHRM	<ul style="list-style-type: none"> • Workshop: Map HR functions across MNCs • Paper Review: Strategic IHRM frameworks • Task: Compare SHRM and IHRM models 	LO1, 1.1	
3.	Domestic vs. International HRM	<ul style="list-style-type: none"> • Debate: Is international HR just complex domestic HR • Academic Reading: Dowling et al. on convergence/divergence • Case: GE vs. Tata HR practices 	LO1, 1.2	
4.	Global HR Models and Roles	<ul style="list-style-type: none"> • Guest Lecture: Global HR Director • Paper Review Presentation: IHRM configurations and challenges • Individual Task: Create a country-specific HR function matrix 	LO1, 1.1, 1.2	
5.	IHRM Complexity and Global Integration	<ul style="list-style-type: none"> • Seminar: International labor standards, legal frameworks • Group Task: Design an HR model for an expanding SME 	LO1, 1.2	

6.	Cultural Diversity and HR Strategy	<ul style="list-style-type: none"> Case Review: IKEA or Google cross-cultural management Academic Reading: Hofstede's cultural dimensions Discussion: Cultural paradoxes in HR decision-making 	LO2, 2.1	
7.	Managing Cultural Conflict	<ul style="list-style-type: none"> Workshop: Conflict scenarios in international teams Paper Review: Thomas and Inkson on cultural intelligence Role Play: Manager responses to cultural friction 	LO2, 2.1	
8.	Cross-Cultural Communication	<ul style="list-style-type: none"> Simulation: Remote team with global actors Task: Evaluate communication breakdown cases Academic Reading: Trompenaars & Hampden-Turner 	LO2, 2.2	
9.	Review	<ul style="list-style-type: none"> Peer feedback session Midterm preparation workshop 		
10.	Review	<ul style="list-style-type: none"> Case-based exam on LOs 1 and 2 		
11.	Team Collaboration Across Borders	<ul style="list-style-type: none"> Seminar: Global virtual team dynamics Case Study: IBM's virtual teams Task: Develop a guide for intercultural teamwork 	LO2, 2.2	
12.	Diversity as Strategic Advantage	<ul style="list-style-type: none"> Panel Debate: Cultural diversity – burden or benefit? Peer Review: Intercultural communication plans 	LO2, 2.1, 2.2	

13.	International Recruitment Trends	<ul style="list-style-type: none"> • Seminar: Global talent war • Case Review: Unilever's global graduate programs • Paper Review: Employer branding in global markets 	LO3, 3.1	
14.	Selection Strategies for Expatriates	<ul style="list-style-type: none"> • Workshop: Selection criteria for international assignments • Simulation: Expatriate selection interviews • Academic Reading: Black, Mendenhall & Oddou 	LO3, 3.1	
15.	Review	<ul style="list-style-type: none"> • Review all cases covered during the academic year • Preparation for Final Exam 	LO1-LO2-LO3	
16.	Midterm	<ul style="list-style-type: none"> • Midterm assessment covering all learning outcomes (theory and practical elements) 	LO1-LO2-LO3	
17.	Feedback & Reflection	<ul style="list-style-type: none"> • Review of key concepts covered • Reflective discussion on IHRM • Course evaluations 	LO1-LO2-LO3	
18.	Global Training and Development	<ul style="list-style-type: none"> • Case: Microsoft's learning programs • Paper Review: Cross-cultural training effectiveness • Task: Design a pre-departure training module 	LO3, 3.2	
19.	Employee Development in MNCs	<ul style="list-style-type: none"> • Seminar: Leadership pipeline in global firms • Discussion: Succession planning across borders • Paper Review: Talent development frameworks 	LO3, 3.2	
20.	Career Paths in International HR	<ul style="list-style-type: none"> • Panel Talk: HR leaders from MNCs 	LO3, 3.1, 3.2	

		<ul style="list-style-type: none"> Peer Discussion: Mobility vs. Stability in HR careers 		
21.	Strategic Role of HRM	<ul style="list-style-type: none"> Seminar: HR-business strategy linkage Paper Review: Ulrich's HR Business Partner model Group Activity: Map HR to strategic goals 	LO4, 4.1	
22.	HR Metrics and Strategic Alignment	<ul style="list-style-type: none"> Workshop: KPI analysis and HR scorecards Task: Evaluate alignment in a real-world case Academic Reading: Becker, Huselid and Ulrich 	LO4, 4.1	
23.	Global HR Challenges and Strategic Adaptation	<ul style="list-style-type: none"> Case Review: HSBC or Siemens HR strategies Discussion: Strategic agility in HR Task: Recommend improvements to a multinational HR system 	LO4, 4.2	
24.	Future of Global HRM	<ul style="list-style-type: none"> Seminar: HR tech, AI, and global workforce transformation Paper Review: HR 4.0 and digital readiness Workshop: Strategic HR plan for future global trends 	LO4, 4.2	
25.	Review	<ul style="list-style-type: none"> Peer feedback session Midterm preparation workshop 	LO1-LO2-LO3-LO4	
26.	Review	<ul style="list-style-type: none"> Case-based and essay-based exam 	LO1-LO2-LO3-LO4	
27.	Recommendations & Capstone Preparation	<ul style="list-style-type: none"> Group Task: Build strategic HR improvement proposals Peer Review: HR alignment case presentations Final Prep: All LO alignment exercise 	LO1-LO2-LO3-LO4	

28.	Capstone Presentations	<ul style="list-style-type: none"> • Student-led presentations of full strategic HRM plans Guest feedback panel • Reflective discussion: Strategic HRM evolution 	LO1-LO2-LO3-LO4	
29.	Final Exam Preparation & Review	LO1, LO2, LO3, LO4	LO1, LO2, LO3, LO4	
30.	Final Exam		LO1, LO2, LO3, LO4	