



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



Programme	Level 6 Diploma in Tourism & Hospitality		
Unit Number/ Unit Title	Unit 3 Human Resources Management in Multicultural Environments		
Cohort Code:	L06HRME-U3		
Unit Level	Level 6		
Total Credits/Hours	Total qualification time 200/ Total Guided learning hours 90/ Self-guided learning hours 110		
Credits	20 CATS/ 10 ECTS		
Lecturer			
Start Date		End Date	

Unit Aims	This unit explores the strategic role of human resource management (HRM) in international and multicultural hospitality and tourism contexts. It aims to equip students with the knowledge and skills needed to effectively manage a diverse workforce, address cross-cultural communication challenges, and implement inclusive HR practices that enhance employee performance and organizational effectiveness in global environments.
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 assessment

	7. 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	<p style="text-align: center;">Teaching and Learning Materials</p> <ul style="list-style-type: none"> • Brewster, C., Chung, C., & Sparrow, P. (2016). Globalizing Human Resource Management. Routledge. • Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). Cultures and Organizations: Software of the Mind. McGraw-Hill. • Reiche, B. S., Harzing, A. W., & Tenzer, H. (2019). International Human Resource Management. SAGE Publications. • Briscoe, D., Tarique, I., & Schuler, R. (2012). International Human Resource Management: Policies and Practices for Multinational Enterprises. Routledge. • Armstrong, M. (2020). Armstrong's Handbook of Human Resource Management Practice. Kogan Page.

Learning Outcome (The learner will be able to)	Assessment Criteria (The learner can:)
LO1. Evaluate the role of HRM in international and multicultural environments.	Written Report: 1.1 Analyse key HRM functions and their strategic importance in global hospitality and tourism. 1.2 Evaluate the impact of globalisation on HR practices and workforce diversity.
LO2. Analyse cultural dimensions and their influence on HR strategies.	Case Study Analysis: 2.1 Compare cultural theories (e.g., Hofstede, Trompenaars) and their application in HR management. 2.2 Examine the challenges of managing multicultural teams.
LO3. Develop inclusive HR strategies to enhance team performance.	Presentation: 3.1 Design HR policies that promote diversity and inclusion. 3.2 Propose strategies for cross-cultural team building and conflict resolution.
LO4. Critically examine ethical and legal issues in international HRM.	Written Report: 4.1 Identify international labour laws relevant to tourism and hospitality. 4.2 Discuss ethical dilemmas in managing people from different cultural backgrounds.
LO5. Assess leadership styles suitable for managing multicultural workforces.	Portfolio Submission: 5.1 Analyse leadership approaches that promote collaboration in diverse teams. 5.2 Reflect on personal leadership development for multicultural HR contexts.

No	Learning Outcome / Topic	Learning and Teaching Activities	Which assessment criteria does the session relate to?	Day/month/year/ signature
1.	Introduction to HRM in Global Tourism and Hospitality	Understand the strategic importance of HR in multicultural and international settings.	LO1	
2.	The Global Workforce in Hospitality and Tourism	Explore workforce diversity and HRM challenges in international contexts.	LO1	
3.	HRM Models and Approaches in Global Organisations	Compare ethnocentric, polycentric, and geocentric HRM models.	LO1	
4.	Strategic HRM and Its Impact on Organizational Performance	Evaluate how HRM contributes to competitive advantage in global operations.	LO1	
5.	Global Staffing Strategies: Expatriation, Localization, and Hybrid Models	Analyze different approaches to staffing in cross-border organizations.	LO1	
6.	Introduction to Cross-Cultural Management and HRM	Understand how culture influences attitudes, values, and workplace behavior.	LO2	
7.	Hofstede's Cultural Dimensions and Their Application in HRM	Apply cultural theory to understand behavior and motivation in diverse teams.	LO2	
8.	Culture Shock, Adaptation, and Support Strategies for Expatriates	Assess the HR role in supporting international mobility and cultural integration.	LO2	
9.	Communication in Multicultural Teams	Analyze verbal and non-verbal communication styles across cultures.	LO2	
10.	Building Inclusive HR Practices	Identify inclusive recruitment, onboarding, and retention strategies.	LO3	
11.	Diversity, Equity, and Inclusion (DEI) in Global HRM	Explore frameworks and metrics for promoting inclusiveness.	LO3	

12.	Managing Multicultural Teams: Challenges and Opportunities	Develop techniques to enhance collaboration and cohesion in diverse teams.	LO3	
13.	Motivation and Performance Management Across Cultures	Design culturally sensitive performance appraisal and reward systems.	LO3	
14.	Talent Development and Training in Multicultural Settings	Customize learning and development initiatives for diverse employee needs.	LO3	
15.	Ethics in International HRM: Cultural Relativism vs. Universalism	Debate the challenges of applying ethical standards across cultures.	LO4	
16.	Midterm	Midterm assessment covering all learning outcomes (theory and practical elements)	LO1, LO2, LO3	
17.	Legal Frameworks in Global HRM	Compare international labor laws, including working hours, contracts, and employee rights.	LO4	
18.	Employment Relations and Collective Bargaining Across Cultures	Explore differences in labor union roles and negotiations in various regions.	LO4	
19.	Introduction to Leadership in Multicultural Environments	Understand the role of leadership in managing cross-cultural teams.	LO5	
20.	Leadership Theories in International Contexts	Analyze transformational, transactional, and servant leadership styles in global settings.	LO5	
21.	Cultural Intelligence (CQ) for Global Leaders	Develop cultural awareness and adaptability for effective leadership.	LO5	
22.	Managing Conflict and Building Trust in Diverse Teams	Apply leadership tools to resolve cultural misunderstandings and build psychological safety.	LO5	
23.	Coaching, Mentoring, and Empowerment in Multicultural Workplaces	Use leadership strategies that promote inclusion and employee development.	LO5	

24.	Technology in Global HRM: Virtual Teams and Remote Collaboration	Manage global virtual workforces and apply tech in cross-border HRM.	LO1, LO5	
25.	Case Study: HR Strategy in a Multinational Hospitality Group	Analyze HR approaches of a real-world global tourism/hospitality employer.	LO1 – LO5	
26.	Student Workshops: Designing Inclusive HR Strategies	Collaboratively develop inclusive HR plans for multicultural teams.	LO3, LO5	
27.	Student Presentations: HRM Solutions for Global Scenarios	Present group recommendations to address challenges in real or simulated HR cases.	LO1 – LO5	
28.	Final Review and Integration of Learning (Case I)	Reflect on the full scope of strategic HRM in multicultural environments.	LO1 – LO5	
29.	Final Review and Integration of Learning (Case II)	Reflect on the full scope of strategic HRM in multicultural environments.	LO1 – LO5	
30.	Final Exam Preparation & Review			
31.	Final Exam			