



BUS 851

Comparative Human Resource Management

S1 Day 2014

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Unit Convenor

Candy Lu

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Contact via candy.lu@mq.edu.au

Credit points

4

Prerequisites

BUS651 or MKTG696 or admission to MIntRel or admission to MCom or MIntBus or MEc or MActPrac prior to 2011

Corequisites

Co-badged status

Unit description

This unit has two central themes: (1) How to think systematically and strategically about aspects of managing an organisation's international human assets, and (2) What really needs to be done to implement policies and to achieve a competitive international advantage. The unit will examine the difficulties of blending of exogenous and endogenous factors in more than one country while planning and coordinating vital human resource policies and practices.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

Determine the key terms in international HRM and consider several definitions of international HRM

Consider the difference and different requirements between domestic and international HRM

Assess the impact of cultural differences on the management of people in multinational organisations and to examine the impact of global conditions on the strategic management of human resources in the context of overseas subsidiaries, acquisitions and joint ventures

Identify the possible linkages between International HRM and business strategy, and critically analyse International HRM functions and process in various international settings

Define and explain the theories which guide the policies, processes and procedures of International HRM

Assessment Tasks

Name	Weighting	Due
<u>ESSAY</u>	40%	Week6: 11 April 2014 @ 5pm
<u>GROUP PRESENTATION & REPORT</u>	30%	Weeks 8-12
<u>EXAMINATION</u>	30%	University Examination Period

ESSAY

Due: **Week6: 11 April 2014 @ 5pm**

Weighting: **40%**

This is an individual assignment with a maximum of 1500 words (+/- 10%, excluding references list). All finalised reports **MUST** be uploaded to iLearn by the due date.

All assignments submitted for assessment must adhere to the following standards:

1. Cover Page

For each of the assignment, you must use a cover (or title) page that provides the following information:

- Your full name and student ID number;
- Contact details: email address;
- Unit code and name;
- Assignment number and assignment title;
- An exact word count of the number of words in the body of your assignment. (Use Word's Tools menu and click on Word Count.)

2. Presentation of Assignments

Assignments should meet normal academic and professional standards of presentation, including:

- All pages, excluding the cover page, should be numbered;
- Page margins should be 2.54 cm (default margin settings) on all four edges and double spaced;

- Times New Roman font type and font size of 12 points should be used;
- Assignments should be free of typographical and grammatical errors;
- Harvard referencing system should be used.

3. Submission Procedure

Students are required to submit their electronic copy of assessment to Turnitin via the Internet as part of the submission process for assignment. Your assignment will then be automatically compared to work of your classmates, previous students from Macquarie and other universities, with material available on the Internet, both freely available and subscription-based electronic journals.

IMPORTANT NOTE:

Before submission, name your electronic file in a Word document with the correct file name, that is, your YOUR SURNAME first, then your student ID WITH ONLY AN UNDERSCORE FOR SPACING, e.g., JONES_20141234. To avoid any potential plagiarism issues you or your group can submit the assignment more than once up to the due date.

4. Late Submissions

No extensions will be granted. Students who have not submitted the task prior to the deadline will be awarded a mark of '0' for the task, except for cases in which an application for special consideration is made and approved.

Essay topics and marking rubrics can be seen on iLearn.

On successful completion you will be able to:

- Determine the key terms in international HRM and consider several definitions of international HRM
- Consider the difference and different requirements between domestic and international HRM
- Assess the impact of cultural differences on the management of people in multinational organisations and to examine the impact of global conditions on the strategic management of human resources in the context of overseas subsidiaries, acquisitions and joint ventures
- Define and explain the theories which guide the policies, processes and procedures of International HRM

GROUP PRESENTATION & REPORT

Due: **Weeks 8-12**

Weighting: **30%**

Note: Your Report is due on the day of your presentation.

Groups will pick a research topic area and present their findings verbally and in a written report.

Each group will consist of 3-5 students.

a) Group presentation, 10% group mark - 30 minutes (including 15-20 minutes presentation and 10-15 minutes questions/discussions).

b) Group report, 20% group mark - 1,500 words (+/- 10%), excluding reference list.

The aim of the group report is to improve your ability to analyse, compare and contrast factors across two different countries: your selected country and Australia and to relate your analysis to international human resource management. Selection of country choice is on a 'first come, first served' basis.

The written report should include the following:

- Executive Summary (not included in word count)
- Introduction (setting the context of selected country)
- Analysis (comparison of factors outlined below e.g., population, cultural issues)
- Implications and recommendations for HR professionals
- Reference list (not included in word count)

All assignments submitted for assessment must adhere to the following standards:

1. Cover Page

For each of the assignment, you must use a cover (or title) page that provides the following information:

- Each group member's full name and student ID number;
- Contact details: email address;
- Unit code and name;
- Assignment number and assignment title;
- An exact word count of the number of words in the body of your assignment. (Use Word's Tools menu and click on Word Count.)

2. Presentation of Assignments

Assignments should meet normal academic and professional standards of presentation, including:

- All pages, excluding the cover page, should be numbered;
- Page margins should be 2.54 cm (default margin settings) on all four edges and double spaced;
- Times New Roman font type and font size of 12 points should be used;
- Assignments should be free of typographical and grammatical errors;
- Harvard referencing system should be used.

3. Submission Procedure

Students will hand in their group report to the lecturer on the day of their presentation. All finalised reports **MUST** be uploaded to turnitin after the hardcopy submission.

4. Late Submissions

No extensions will be granted. Students who have not submitted the task prior to the deadline will be awarded a mark of '0' for the task, except for cases in which an application for special consideration is made and approved.

Detailed requirements and marking rubrics and can be seen on iLearn.

On successful completion you will be able to:

- Determine the key terms in international HRM and consider several definitions of international HRM
- Consider the difference and different requirements between domestic and international HRM
- Assess the impact of cultural differences on the management of people in multinational organisations and to examine the impact of global conditions on the strategic management of human resources in the context of overseas subsidiaries, acquisitions and joint ventures
- Identify the possible linkages between International HRM and business strategy, and critically analyse International HRM functions and process in various international settings
- Define and explain the theories which guide the policies, processes and procedures of International HRM

EXAMINATION

Due: **University Examination Period**

Weighting: **30%**

Length: 2h plus 10 minutes reading time

A two hour closed book examination will be centrally conducted during the university's formal examination period. Students will be required to select five short answer questions to respond to, out of a possible eight questions. The exam will cover the course content from weeks 1-12. Revision will be carried out in week 13 and students will be provided with study tips.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in draft form approximately eight weeks before the commencement of the examinations and in final form approximately four weeks before the commencement of the examinations <http://www.exams.mq.edu.au/exam/>

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider

applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at http://mq.edu.au/policy/docs/special_consideration/procedure.html

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period.

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at: <http://www.mq.edu.au/policy/docs/examination/policy.html>

On successful completion you will be able to:

- Determine the key terms in international HRM and consider several definitions of international HRM
- Consider the difference and different requirements between domestic and international HRM
- Assess the impact of cultural differences on the management of people in multinational organisations and to examine the impact of global conditions on the strategic management of human resources in the context of overseas subsidiaries, acquisitions and joint ventures
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Delivery and Resources

CLASSES

Seminar classes will be conducted over 3 hours of face-to-face teaching per week. Seminar classes will consist of a lecture (2h) and tutorial component (1h).

The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>

Classroom sessions are backed up online with lecture notes, case studies, articles and discussion points on the major topics above that make up the unit content.

Absences in lectures

It is expected that students attend the seminar sessions and do the necessary readings and preparation for classes. Medical certificates must be provided if you are not able to attend a class without incurring a penalty. Please read the full policy located at: http://www.mq.edu.au/policy/docs/special_consideration/policy.html

The application for exemption form is available at: <http://www.reg.mq.edu.au/Forms/APScons.pdf>

Students are expected to arrive on time, and not to leave until the class ends.

If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer.

Students must be quiet during classes, unless of course when class participation is required. Mobile phone must be turned OFF and not simply set to 'silent'.

Students who disturb or disrupt in lectures and tutorials will be asked to leave.

Prizes

Prizes for this unit (if applicable).

http://www.businessandconomics.mq.edu.au/undergraduate_degrees/prizes_scholarships

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

Prescribed Text

Dowling, P., Festing, M., & Engle, A. D. (2013). International Human Resource Management (6th ed.). London: Cengage Learning.

Obtainable from Macquarie University Coop Bookshop (macq_byr@coop-bookshop.com.au)

Students should have their own copy of this text. There are some copies on the library shelves and in library reserve. Lectures support and add to the textbook but cannot replace it.

Recommended Books

Harzing, A.-W., & Pinnington, A. (2011). International Human Resource Management (3rd ed.). London: Sage.

Nankervis, A., Baird, M., Coffey, J., & Shields, J. (2014). Human Resource Management: Strategy and Practice (8th ed.). South Melbourne: Victoria Cengage Learning Australia.

Hayton, J. C., Biron, M., Christiansen, L. C., & Kuvaas, B. (Eds.). (2012). Global Human Resource Management Casebook. New York: Routledge.

TECHNOLOGY USED AND REQUIRED

Students are required to use information technology in this unit.

Students will need to use:

- Library databases to source materials for the research reports, which are accessed electronically for conducting research for assignments;
- Electronic (internet) access to iLearn to download unit learning resources and upload assignments or other materials required for class activities and assignments;
- Microsoft word and Power point (where applicable) for the research reports and presentations.

Unit Web Page

Course material is available on the learning management system (ilearn). The web page for this

unit can be found at: <https://ilearn.mq.edu.au/login/MQ/>

LEARNING AND TEACHING ACTIVITIES

This unit will be taught via the participant-centred method of teaching. Students will partake in lectures, cases, video cases, and discussions/activities in class.

This unit is presented through the following learning media:

- Thirteen weekly classroom lectures combined with small group discussions, case studies and videos.
- Students must attend at least 10 out of the 13 seminars. Lectures are supported online on iLearn:<http://ilearn.mq.edu.au>
- Lecture notes, assignment details, assessment methods, case studies, reading and reference materials and a sample exam paper are posted on iLearn.
- All students will upload an individual essay that in week 6, which carries a weightage of 40%.
- Student groups will be formed for group presentation. Each group only presents once. The weightage of this presentation is 10%.
- Every presenting group will submit a research report both on-line and in person on the day of presentation. The weightage of this submission is 20%.
- The total assignment weightage is 70% and the final exam will be 30%.

CHANGES SINCE THE LAST OFFERING OF THIS UNIT

There are some changes made to assessment tasks since the last offering:

- (1) The weight for group presentation and report has been changed to 30%;
- (2) The weight for final examination has been changed to 30%; and
- (3) In-class test in the last offering has been changed to closed-book final examination, which will be scheduled during the University Examination Period.

Unit Schedule

Please note: the week-by-week seminar content below is subject to changes by the unit convenor if required.

Date	Lecture Topic	Activity
5 Mar 14, 9.00am	Week 1: Introduction to Unit and IHRM	Read Chapter 1 of textbook Getting to know you Start organising student groups Essay topic question handed out and discussed

12 Mar 14, 9.00am	Week 2: The Cultural Context of IHRM	Read Chapter 2 of textbook Groups formed for group presentation and report Small group activity
19 Mar 14, 9.00am	Week 3: The Organisational Context of IHRM	Read Chapter 3 of textbook Case Study: Wolfgang's Balancing Act (p. 289)
26 Mar 14, 9.00am	Week 4: IHRM in Cross-Border Mergers & Acquisitions, International Alliances and SMEs	Read Chapter 4 of textbook Small group activity Individual assignment discussion
2 Apr 14, 9.00am	Week 5: Staffing International Operations for Sustained Global Growth	Read Chapter 5 of textbook Case Study: Strategic Forecasts and Staffing Formulation (p.298)
9 Apr 14, 9.00am	Week 6: Recruiting and Selecting Staff for International Assignments Individual assignment due. Online submission deadline: 11 April 2014 @ 5pm	Read Chapter 5 of textbook Case Study: Local or International? (p.305)
MID	SEMESTER BREAK	
30 Apr 14, 9.00am	Week 7: International Performance Management	Read Chapter 6 of textbook Small group activity Feedback on individual assignment
7 May 14, 9.00am	Week 8: International Training and Development	Read Chapter 7 of textbook Group presentations
14 May 14, 9.00am	Week 9: International Careers_Expatriation and Repatriation	Read Chapter 7 of textbook Group presentations
21 May 14, 9.00am	Week 10: International Compensation	Read Chapter 8 of textbook Group presentations
28 May 14, 9.00am	Week 11: International Industrial Relations	Read Chapter 9 of textbook Guest lecture and/or video Group presentations
4 Jun 14, 9.00am	Week 12: International Trends and Future Challenges	Read Chapter 10 of textbook Group presentations
11 Jun 14, 9.00am	Week 13: Unit Review and Exam Preparation	Review

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Disruption to Studies Policy http://www.mq.edu.au/policy/docs/disruption_studies/policy.html *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- Determine the key terms in international HRM and consider several definitions of international HRM
- Consider the difference and different requirements between domestic and international HRM
- Assess the impact of cultural differences on the management of people in multinational organisations and to examine the impact of global conditions on the strategic management of human resources in the context of overseas subsidiaries, acquisitions and joint ventures
- Identify the possible linkages between International HRM and business strategy, and critically analyse International HRM functions and process in various international settings
- Define and explain the theories which guide the policies, processes and procedures of International HRM

Assessment tasks

- ESSAY
- GROUP PRESENTATION & REPORT
- EXAMINATION

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Determine the key terms in international HRM and consider several definitions of international HRM
- Consider the difference and different requirements between domestic and international HRM
- Assess the impact of cultural differences on the management of people in multinational organisations and to examine the impact of global conditions on the strategic management of human resources in the context of overseas subsidiaries, acquisitions and joint ventures
- Identify the possible linkages between International HRM and business strategy, and critically analyse International HRM functions and process in various international settings
- Define and explain the theories which guide the policies, processes and procedures of International HRM

Assessment tasks

- ESSAY
- GROUP PRESENTATION & REPORT
- EXAMINATION

PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

Learning outcomes

- Assess the impact of cultural differences on the management of people in multinational organisations and to examine the impact of global conditions on the strategic

management of human resources in the context of overseas subsidiaries, acquisitions and joint ventures

- Identify the possible linkages between International HRM and business strategy, and critically analyse International HRM functions and process in various international settings

Assessment tasks

- ESSAY
- GROUP PRESENTATION & REPORT
- EXAMINATION

Research and Practice

The unit uses research from several external sources namely academic journals below, to support your learning of IHRM concepts and theories:

- Human Resource Management
- International Journal of Human Resource Management
- Human Resource Management Journal
- Human Resource Management Review
- Journal of International Business Studies
- Journal of International Management

A list of research articles from these sources will be posted on iLearn, which will allow students to keep up-to-date with current trends and practices in IHRM and considerably expand their knowledge of this subject.

This unit gives you opportunities to conduct research and gives you practice in applying research findings in your assessments.