



HRM 307

International Human Resource Management

S1 Day 2014

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Unit Convenor

Karen O'Connell-Shea

karen.oconnell-shea@mq.edu.au

Contact via karen.oconnell-shea@mq.edu.au

E4B104

Thursday 12:00pm - 1:00pm

Credit points

3

Prerequisites

6cp at 200 level including (HRM201 or HRM207 or HRM250 or BBA250)

Corequisites

Co-badged status

Unit description

This unit explores the critical issues facing organisations when managing their human resources at home and abroad. It focuses on the connection between corporate strategies and the effective management of human resources, which at times may require differing policies across countries. The unit is based on the principle that competitive firms require appropriate policies, and strategies for managing their employees at every level of the enterprise. A significant basis of competitive advantage comes from having effective systems for managing an organisation's human resources. A number of recent developments have made international human resources management increasingly crucial for organisations.

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:

To develop an understanding of the key differences between domestic and international HRM

To explore challenges facing international human resource managers

To critical examine contextual factors that influence IHRM practice

Explore the operation of key human resource functions such as performance management, recruitment and selection and training and development in global organisations

Examine the links between industrial relations systems and IHRM

The unit also aims to assist the students to develop the capacity to critically analyse IHRM.

Assessment Tasks

Name	Weighting	Due
<u>Assignment</u>	20%	Week 6
<u>Individual Essay</u>	40%	Week 10
<u>Final Examination</u>	40%	University Examination Period

Assignment

Due: **Week 6**

Weighting: **20%**

Assignment to be handed in to BESS and via Turnitin. Late submissions will have 5% deducted per day late, including weekend days. Late assignments should be submitted to BESS in building E4B to be date stamped and forwarded to your tutor for marking. Note, electronic assignments will NOT be marked.

On successful completion you will be able to:

- To develop an understanding of the key differences between domestic and international HRM
- To critically examine contextual factors that influence IHRM practice
- Explore the operation of key human resource functions such as performance management, recruitment and selection and training and development in global organisations

Individual Essay

Due: **Week 10**

Weighting: **40%**

Assignment to be handed in to BESS and via Turnitin. Late submissions will have 5% deducted per day late, including weekend days. Late assignments should be submitted to BESS in building E4B to be date stamped and forwarded to your tutor for marking. Note, electronic assignments will NOT be marked.

On successful completion you will be able to:

- To explore challenges facing international human resource managers
- To critical examine contextual factors that influence IHRM practice
- The unit also aims to assist the students to develop the capacity to critically analyse IHRM.

Final Examination

Due: **University Examination Period**

Weighting: **40%**

On successful completion you will be able to:

- To explore challenges facing international human resource managers
- Explore the operation of key human resource functions such as performance management, recruitment and selection and training and development in global organisations
- Examine the links between industrial relations systems and IHRM
- The unit also aims to assist the students to develop the capacity to critically analyse IHRM.

Delivery and Resources

Classes

Number and length of classes: 1 x 2 hour lecture and 1 x 1 hour tutorial, (3 hours face-to-face teaching per week unless indicated otherwise in the lecture schedule.)

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

Warning: You must attend at least 10 of the 12 tutorials. Failure to do this may affect your final mark.

Attendance will be taken at the lectures and in the tutorials, please ensure that you sign the attendance sheet; if you miss the tutorial please send an email notifying and provide medical certificates at the next tutorial or via email (preferred).

Required and Recommended Texts and/or Materials

Required

Edwards, T. and Rees, C. (2011), International Human Resource Management, Harlow, Essex: Pearson.

Highly Recommended

Dowling, P., Festing, M. & Engle, S.R. (2008), *International Human Resource Management*, Cengage Learning, Melbourne.

These texts can be purchased from the Macquarie University Co-op Bookshop. (If you look around you may be able to purchase a second hand copy).

Students are encouraged to read a good daily newspaper such as The Sydney Morning Herald, The Australian or The Australian Financial Review.

Reading list

The publications listed below are recommended for further reading on the topics covered in the unit. Students should also consult them for the research and preparation of assignments. This is only designed as a guide for students. Students are encouraged to use the library to find further readings that may be relevant to lectures and tutorials, and to assignments.

- Brewster, C., Carey, L., Dowling, P., Grobber, P., Holland, P. and Warnich, S. (2007), *Contemporary Issues in Human Resource Management* (2nd ed). Oxford University Press, Southern Africa.
- Briscoe, D., Randall, S. and Clauss, L. (2009), *International Human Resource Management: Policies and Practice for Multinational Enterprises* (3rd ed). Routledge, London.
- De Cieri, H., Kramer, R., Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2008), *Human Resource Management in Australia: Strategy, People and Performance*, (2nd ed). McGraw Hill, Sydney.
- Harzing, A.W. and van Ruysseveldt, J. (2005), *International Human Resource Management*, Sage, London.
- Nankervis, A., Comptom, R., and Baird, M. (2008), *Strategic Human Resource Management*, (6th ed), Cengage, Melbourne.
- Stone, R.J. (2008), *Human Resource Management*, (6th ed), John Wiley, Milton.

Journals

Apart from books, students will find it valuable to get into the practice of reading relevant articles from journals. Below students will find a list of journals as well as some suggested articles to start their reading. Those suggested can all be found within the university library system.

- Academy of Management Journal
- Asia Pacific Journal of Human Resources
- Australian Journal of Management
- California Management Review
- Employee Relations

- Gender, Work and Organisation
- Harvard Business Review
- Human Resource Management Journal
- International Journal of Employment Studies
- International Journal of Human Resource Management
- International Journal of Manpower
- Labour & Industry
- New Technology, Work and Employment
- Personnel Journal
- Personnel Management
- Personnel Review
- Sloan Management Review
- The Journal of Industrial Relations

Some useful websites:

http://www.ahri.com.au	http://www.hreoc.gov.au/
http://www.ilr.cornell.edu/	http://www.actu.org.au
http://www.shrm.org	http://www.fwa.gov.au
http://www.deewr.gov.au	http://www.ihrim.org/
http://www.wrc.org.au	http://www.ilo.org/

Changes since the last offering of this unit

There are no changes since the last time this unit was offered

Unit Schedule

Week	Topic
Week 1	Introduction to Unit and Exploring the Complexity of IHRM

Week 2	HRM in an International Context
Week 3	The Host Country Context
Week 4	International Industrial Relations
Week 5	Staffing International Operations for Sustained Global Growth & Recruiting and Selecting Staff for International Assignments
Week 6	Immigration Law / Gender / Recent Trends re assignment packages
Week 7	Human Resource Information Systems (HRIS) & International Compensation
Week 8	Cross-border Alliances and SMEs
Week 9	International Training & Development and Re-entry and Career Issues
Week 10	IHRM: Performance Management and High Performing (Global) Teams
Week 11	IHRM: Contemporary issues and controversies - Offshoring watching a DVD (requirement to attend lecture)
Week 12	IHRM: Contemporary issues and controversies – CSR; Ethics.

Week 13	Examination briefing and unit review
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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

Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

Assessment tasks

- Assignment
- Final Examination

Commitment to Continuous Learning

Our graduates will have enquiring minds and a literate curiosity which will lead them to pursue knowledge for its own sake. They will continue to pursue learning in their careers and as they participate in the world. They will be capable of reflecting on their experiences and relationships with others and the environment, learning from them, and growing - personally, professionally and socially.

This graduate capability is supported by:

Assessment task

- Final Examination

Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them

competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

Learning outcomes

- To develop an understanding of the key differences between domestic and international HRM
- To explore challenges facing international human resource managers
- To critical examine contextual factors that influence IHRM practice
- Explore the operation of key human resource functions such as performance management, recruitment and selection and training and development in global organisations
- Examine the links between industrial relations systems and IHRM
- The unit also aims to assist the students to develop the capacity to critically analyse IHRM.

Assessment tasks

- Assignment
- Individual Essay
- Final Examination

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

Learning outcomes

- To develop an understanding of the key differences between domestic and international HRM
- To explore challenges facing international human resource managers
- To critical examine contextual factors that influence IHRM practice
- The unit also aims to assist the students to develop the capacity to critically analyse IHRM.

Assessment task

- Individual Essay

Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

Learning outcomes

- To develop an understanding of the key differences between domestic and international HRM
- To explore challenges facing international human resource managers
- The unit also aims to assist the students to develop the capacity to critically analyse IHRM.

Assessment task

- Individual Essay

Socially and Environmentally Active and Responsible

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

Learning outcomes

- To explore challenges facing international human resource managers
- To critical examine contextual factors that influence IHRM practice
- Explore the operation of key human resource functions such as performance management, recruitment and selection and training and development in global organisations

Research and Practice

- This unit uses research from external sources
- This unit gives you opportunities to conduct your own research.