HRM 307

International Human Resource Management

S1 Day 2017

Dept of Marketing and Management

Contents

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General Information

Unit convenor and teaching staff
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Monday 1-2pm

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Tutor
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Credit points
3

Prerequisites
6cp at 200 level including (HRM201 or HRM222 or HRM250)

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 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 and ethical considerations facing international human resource managers
>
> 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
>
> Examine the links between industrial relations systems and IHRM

Assessment Tasks

Name	Weighting	Hurdle	Due
Inclass Quiz	10%	No	Week 4, starting 20/3
Individual Essay	30%	No	Week 9, 5pm 12 May
Class Participation	10%	No	Week 12, 29 May
Examination	50%	No	University Exam Week

Inclass Quiz

Due: **Week 4, starting 20/3**
Weighting: **10%**

The quiz is held week 4 (starting 10 April) in your tutorial session and consists of short answer/multichoice questions.   It is worth 10 marks and is a closed book quiz, which runs for 10 minutes under exam conditions. Questions based upon HRM and IHRM concepts examined in lectures and tutorials in weeks 1-3. In order to sit the quiz students must display their current student identification card at the time.

Non-Attendance:

Students that do not attend the class quiz time will be awarded a mark of '0' for the task, except for cases in which an application for disruption of studies is made and approved.

On successful completion you will be able to:

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

Individual Essay

Due: **Week 9, 5pm 12 May**
Weighting: **30%**

This is an individual essay with a maximum of 1800 - 2000 words (+/- 10%, excluding reference list). All finalised essays MUST be uploaded to the iLearn ('turnitin') by the due date.

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

a) Cover Page with full student details and exact word count at end of essay

b) Presentation of Essay should adhere to normal academic and professional standards of presentation, including: page numbers, double spacing, appropriate page margins (2.54cm default margin settings), Times New Roman font and 12 point should be used

c) Essays should be edited and free of typographical and grammatical errors

d) Harvard referencing system should be used

e) A bibliography is required (this is not part of the word count)

f) **Please Note**: Students are required to 'individually' research and write their response to the essay question (it is not a collaborative exercise and must be the sole work of the students)

g) Students *may be* required to discuss submitted essay content with their tutor to ensure student authorship

Submission Procedure:

Students are required to submit their electronic copy of the essay to 'turnitin' via the internet as part of the submission process. Your essay will then be automatically compared to work of your classmates, previous students at Macquarie and other universities, with material available on the internet, both freely and subscription-based electronic journals

Late Submissions:

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission - 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made and approved. No submission can be accepted after solutions have been discussed.

Marking Criteria and marking rubric can be seen on iLearn

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Class Participation

Due: **Week 12, 29 May**
Weighting: **10%**

The class participation mark is based on your performance of 10 out of 12 tutorial classes. This includes evidencing that you have completed the readings and are prepared *to contribute* to the tutorial discussions.

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

On successful completion you will be able to:

- To explore challenges and ethical considerations facing international human resource managers
- To critically examine contextual factors that influence IHRM practice
- Examine the links between industrial relations systems and IHRM

Examination

Due: **University Exam Week**
Weighting: **50%**

1) The examination is an 'open-book' exam worth 50% of your overall marks. Open-book exam means that you are able to take any printed material (e.g. lecture notes, student summaries, text book, etc.) into the exam room. However, *you cannot take any electronic devices* into the exam room such as, for example, computers, calculators, electronic dictionaries, iPhones, iPads, iWatches, etc.(see iLearn for specific details).

2) Examination format and other relevant details will be posted on iLearn closer to the exam period

3) Students are not required to gain a pass mark in the exam to pass the subject.

4) Please check the examination period before booking holidays or overseas trips.

The exam is three (3) hours and you are expected to present yourself for examination at the time and place designated in the University Examination Timetable. This timetable is available in draft form approximately eight weeks before the commencement of the examination and in final form approximately four weeks before the commencement of the examination - http://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 are expected to consider applying for Disruption to Studies. Information about unavoidable disruption and the disruption of studies is available at - http://mq.edu.au/policy/docs/disrution_studies/policy.html

If a Supplementary Examination is granted as a result of the Disruption of Studies process the examination is 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 avialable at - http://www.mq.edu.au/policy/docs/examination/

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Delivery and Resources

Number and length of classes: 1 x 2 hour lecture (4-6pm Monday, W5A Price Theatre). (please note: this information may be subject to change students must check final timetable before classes begin) and 1 x 1 hour tutorial (3 hours face-to-face teaching per week).

Students must attend their assigned tutorial class

Please Note: Convenor/Tutors cannot change your tutorial times, any class changes must be

negotiated via formal Faculty online processes.

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

Lectures are recorded - however, this is not an 'online' subject and ongoing *lecture attendance is encouraged*.

Warning: Students MUST attend at least 10 of the 12 tutorials - Failure to do this may affect your final grade.

Attendance will be taken in the tutorial sessions, please ensure that you sign the attendance sheet; if you miss a tutorial you need to send an email notifying your tutor. You must *consult your TUTOR* (not the Unit Convenor) about any documentation needed for absences (e.g. medical certificates, etc.). Sign attendance sheets are *not required* for lectures but are required for tutorial attendance.

It is expected that students do the necessary readings and preparation for classes.

The week-by-week tutorial questions are available on iLearn (under the assessment icon). Students are expected to bring the questions to their tutorial class, do the required reading and attempt to answer the questions before the class.

Students are expected to arrive on time, and not leave (without consulting the tutor) until class ends. Mobile phones must be turned OFF and not simply set on silent. Computers and other devices must only be used for class purposes and not for social media updates. Students who disrupt the lecture/tutorial will be asked to leave.

Any problems with the subject must be discussed with your tutor

REQUIRED TEXT AND/OR MATERIALS

Chris Brewster, Elizabeth Houldsworth, Paul Sparrow and Guy Vernon, *International Human Resource Management* (4th Ed, 2016,CIPD)

The text book is available from Macquarie University Coop Bookshop. Students are required to have their own copy of this text and bring it to tutorials. Some copies are available in the library. While lecture materials (on iLearn) are available to students online - it is stressed that these materials cannot replace the text book.

Students are also encouraged to read a good daily newspaper such as the Finacial Review, the Australian and the Sydney Morning Herald in order to supplement their knowledge in this subject.

Journals:

Apart from books and lecture slides, students will find it valuable to access and read relevant articles from journals. There are a number of journals that deal with this subject. It is suggested that students research the University library system in order to find and access relevant journals and articles.

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 presentation group report;
- 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 group presentation reports
- **Unit Web Page**: Course material is available on the learning management system (iLearn). The web page for this unit can be found at - http://ilearn.mq.edu.au/login/MQ/
- Students are reminded that they **must access iLearn on a regular bases** (at least once a week) in order to keep updated with any developments or changes made to the unit.

Unit Schedule

Week	Topic
Week 1 (27 February)	International HRM - Introduction - Globalising HRM - Changing Business Practices (Chapters 1 and 17) *NO TUTORIALS*
Week 2 (6 March)	Cross-Cultural Human Resource Management - Differing National Contexts - The Impact of National Culture (Chapter 2) *TUTORIAL COMMENCE THIS WEEK*
Week 3 (13 March)	The Impact of National Culture - Cultural and Organisational Life (Chapter 3 and 4)
Week 4 (20 March)	International Labour Relations and Human Rights Practices - General International Practices and Concerns (References and Reading material available on iLearn) *IN CLASS QUIZ*

Week 5 (27 March)	**Comparative Human Resource Management - Employee Relations and Collective Communication** **(Chapter 5)**
Week 6 (3 April)	**The Organisation of Work - Flexibility and Work-Life Balance** **(Chapters 6 and 7)**
Week 7 (10 April)	**Staffing Options - Sustainable Growth - Recruitment and Selection, Reputation in the International Context** **(Chapter 8)**
	Easter Friday and *Mid-Semester Break*
Week 8 (1 May)	**Performance Management and Rewards** **(Chapters 9 and 10)**
Week 9 (8 May)	**IHRM - Training and Development, Leadership, Mentor and Mentoring** **(Chapters 11 and 12)** ***ESSAY DUE THIS WEEK***
Week 10 (15 May)	**GUEST LECTURER (Topic to be advised)**
Week 11 (22 May)	**International HRM: Theory and Practice - Managing Expatriate Assignments** **(Chapters 13 and 14)**
Week 12 (29 May) & Week 13 (5 June)	**Week 12 - Managing Diversity in International Forms of Working; Integrating Global HRM Practices** **(Chapters 15 and 16)** **Week 13 - Review and Revise**

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_2016.html

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

Complaint Management Procedure for Students and Members of the Public http://www.mq.edu.au/policy/docs/complaint_management/procedure.html

Disruption to Studies Policy (in effect until Dec 4th, 2017): http://www.mq.edu.au/policy/docs/disruption_studies/policy.html

Special Consideration Policy (in effect from Dec 4th, 2017): https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration

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/

Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au.

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://www.mq.edu.au/about_us/ offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the Acceptable Use of IT Resources 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:

Learning outcome

- Examine the links between industrial relations systems and IHRM

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
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- Examine the links between industrial relations systems and IHRM

Assessment tasks

- Inclass Quiz
- Individual Essay
- Class Participation
- 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 critically examine contextual factors that influence IHRM practice

Assessment task

- Examination

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 outcome

- To explore challenges and ethical considerations facing international human resource managers

Assessment task

- Individual Essay

Engaged and Ethical Local and Global citizens

As local citizens our graduates will be aware of indigenous perspectives and of the nation's historical context. They will be engaged with the challenges of contemporary society and with knowledge and ideas. We want our graduates to have respect for diversity, to be open-minded, sensitive to others and inclusive, and to be open to other cultures and perspectives: they should have a level of cultural literacy. Our graduates should be aware of disadvantage and social justice, and be willing to participate to help create a wiser and better society.

This graduate capability is supported by:

Learning outcomes

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

- Individual Essay
- Class Participation
- Examination

Changes from Previous Offering

The lecture session has been updated and changed. The subject follows two main theme: 1) theoretical/contextual IHRM considerations and 2) application of IHRM practices in the global context.

The tutorial assessment has changed from 2016 - see Unit Guide. There is no group presentation in 2017 - new tutorial questions have been generated in order to support the new textbook and assessment requirements.The tutorial questions are available on iLearn under assessment icon.

Please note: The subject text book has changed from 2016 offering.

The new text book for 2017, HRM307 is - Chris Brewster, Elizabeth Houldworth, Paul Sparrow and Guy Vernon, *International Human Resource Management* (4th ed, 2016, CIPD).

Research and Practice

This unit uses research by Julie Zetler:

Woellner R, Zetler J, "Satisfying the Taxpayer's Burden of Proof in Challenging a Default Assessment: The Modern Labours of Sisyphus?" (December 2014) *Journal of Australasian Law Teachers Association*

Woellner R, Zetler J, "Judge Not Lest Ye Be Judged - The Trials of a Modern Litigant" (December 2013) *Journal of Australasian Law Teachers Association*

Julie Zetler,'Legal and Ethical Impact of Electronic Health Records on Privacy and Confidentiality' (Doctorate, Faculty of Laws, University of Sydney, 2015).

Zetler J, Bonello R, *Essential Law, Ethics and Professional Issues in CAM* (Elsevier, 2012).

This unit gives you opportunites to conduct your own research.