MGSM802

International Human Resource Management

Term 1 Hong Kong 2019

Department of Management

Contents

General Information

Unit convenor and teaching staff
Lecturer
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Credit points
4

Prerequisites
MGSM800

Corequisites

Co-badged status

Unit description
This unit examines the ways in which organisations manage people in the context of
international operations. It analyses the underlying cultural, political and organisational issues
which shape decisions and policies in key staffing areas such as recruitment and selection,
performance evaluation, training and development and industrial relations. It also looks at the
methods of human resource management in internationally influential countries.

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:

Analyse the problems and opportunities encountered by international organisations
across a broad range of human resource management (HRM) functions (including
human resource planning, staffing models, performance management and appraisal,
training and development, cross-cultural competency, compensation, industrial relations
and corporate communication).

Critically discuss the choices available to international organisations (e.g. MNCs) in

terms of organisational structure (especially cross border alliances) and policy decisions that determine the make up of each level of the workforce in the organization itself and across its subsidiaries.

Analyse the underlying cultural, political and ideological issues which provide the setting in which international organisations have to operate and which give rise to many of the problems encountered when managing people in cross border and cross cultural settings.

Assessment Tasks

Name	Weighting	Hurdle	Due
Case Analysis/Paper	30%	No	17th March
Individual Assignment	30%	No	8/04/19
Final Examination	40%	No	13 April 2019

Case Analysis/Paper

Due: **17th March**
Weighting: **30%**

Length: 30-45 minute presentation/class discussion, 1,500 word write up of the case

Format: Group presentation and facilitated class discussion

Due: 17 March

Weighting: 30%

Group presentation and facilitated class discussion for 30-45 minutes (*15% out of the 30% total*) during the 2nd BLOCK weekend of class. A copy of the PowerPoint presentation and a 1500 word summary of the key points and resources/key references used in the research (*15% out of the 30% total*) is to be handed in after the presentation. Powerpoint slides must be distributed to the class and the lecturer. Students must lead the class in the discussion of the presentation topic.

Syndicate groups will be allocated a case to analyse and prepare. They will present their initial analysis and lead a class exercise and discussion that helps to draw out key lessons from the case.

There will be a **total of 9 cases discussed** throughout the course, (some by the course lecturer, some led by the syndicate groups). This means that students must be familiar with all the cases before the course begins. The course lecturer will supervise all the debriefing session to ensure that the appropriate learning points emerge from each case. A formal 1500 word analysis – write

up of the case must be handed in after the case is discussed.

Facilitating a debrief means uncovering the issues in the case systemically by involving the whole class in a questioning and challenging way. This session is not a straight-forward presentation. Although each group should have its own ideas on the case ready to present, the most important part of the process is engaging the whole class in a critical analysis of the issues and drawing out the learning from the group activity. Groups should plan for the session to last 45 minutes in total.

On successful completion you will be able to:

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- Critically discuss the choices available to international organisations (e.g. MNCs) in terms of organisational structure (especially cross border alliances) and policy decisions that determine the make up of each level of the workforce in the organization itself and across its subsidiaries.
- Analyse the underlying cultural, political and ideological issues which provide the setting in which international organisations have to operate and which give rise to many of the problems encountered when managing people in cross border and cross cultural settings.

Individual Assignment

Due: **8/04/19**
Weighting: **30%**

Length: 1,500 - 2,000 words

Format: Essay submitted on iLearn through Turnitin

Due: 8 April 2019

Weighting: 30%

Market entry analysis

You are the HR manager of a Hong Kong based company which is about to establish operations offshore in another Asia Pacific country. Develop a realistic scenario based on a real company and country. Your submission should read like a brief for the CEO of the organisation on some of the likely HR issues which operations in these countries will raise. Having identified the issues you must then develop realistic preliminary advice and policy recommendations in each of the

key HR areas. Your report must be properly referenced and contain an introduction, conclusion and list of up to date references on country conditions pertaining to the work context and HRM policies under review.

On successful completion you will be able to:
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Final Examination

Due: **13 April 2019**
Weighting: **40%**

Duration: 2 hours plus 10 minutes reading time

Format: Closed book exam

Date: 13 April 2019

Weighting: 40%

A **2-hour closed book examination** will be held at HKMA. Further information about the exam content will be provided later in the course. Exams can take the form of case studies, multiple choice questions, short answer questions, and essay questions or combinations of these approaches.

On successful completion you will be able to:
- Analyse the problems and opportunities encountered by international organisations across a broad range of human resource management (HRM) functions (including human resource planning, staffing models, performance management and appraisal, training and development, cross-cultural competency, compensation, industrial relations and corporate communication).
- Critically discuss the choices available to international organisations (e.g. MNCs) in terms of organisational structure (especially cross border alliances) and policy decisions

that determine the make up of each level of the workforce in the organization itself and across its subsidiaries.

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Delivery and Resources

Prescribed Text:

Dowling, P., Festing, M., & Engle, A. D. (2017). International human resource management, 7th edition, Cengage, ISBN: 9781473719026

MGSM iLearn

The web page for this unit can be found at: https://ilearn.mq.edu.au/login/MGSM

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- Academic Appeals Policy
- Academic Integrity Policy
- Academic Progression Policy
- Assessment Policy
- Fitness to Practice Procedure
- Grade Appeal Policy
- Complaint Management Procedure for Students and Members of the Public
- Special Consideration Policy *(Note: The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)*

Undergraduate students seeking more policy resources can visit the Student Policy Gateway (https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/student-conduct

Results

Results published on platform other than eStudent, (eg. iLearn, Coursera etc.) 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 or if you are a Global MBA student contact globalmba.support@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

If you are a Global MBA student contact globalmba.support@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

PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Learning outcomes

- Analyse the problems and opportunities encountered by international organisations across a broad range of human resource management (HRM) functions (including human resource planning, staffing models, performance management and appraisal, training and development, cross-cultural competency, compensation, industrial relations and corporate communication).

- Analyse the underlying cultural, political and ideological issues which provide the setting in which international organisations have to operate and which give rise to many of the problems encountered when managing people in cross border and cross cultural settings.

Assessment tasks

- Case Analysis/Paper
- Individual Assignment

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

- Analyse the problems and opportunities encountered by international organisations across a broad range of human resource management (HRM) functions (including human resource planning, staffing models, performance management and appraisal, training and development, cross-cultural competency, compensation, industrial relations and corporate communication).

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- Analyse the underlying cultural, political and ideological issues which provide the setting in which international organisations have to operate and which give rise to many of the problems encountered when managing people in cross border and cross cultural settings.

Assessment tasks

- Case Analysis/Paper
- Individual Assignment
- Final 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

- Analyse the problems and opportunities encountered by international organisations across a broad range of human resource management (HRM) functions (including human resource planning, staffing models, performance management and appraisal, training and development, cross-cultural competency, compensation, industrial relations and corporate communication).
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Assessment tasks

- Case Analysis/Paper
- Individual Assignment
- Final 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

- Analyse the problems and opportunities encountered by international organisations across a broad range of human resource management (HRM) functions (including human resource planning, staffing models, performance management and appraisal, training and development, cross-cultural competency, compensation, industrial relations and corporate communication).

- Critically discuss the choices available to international organisations (e.g. MNCs) in terms of organisational structure (especially cross border alliances) and policy decisions that determine the make up of each level of the workforce in the organization itself and across its subsidiaries.

Assessment tasks

- Case Analysis/Paper
- Individual Assignment

PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

Learning outcomes

- Analyse the problems and opportunities encountered by international organisations across a broad range of human resource management (HRM) functions (including human resource planning, staffing models, performance management and appraisal, training and development, cross-cultural competency, compensation, industrial relations and corporate communication).

- Critically discuss the choices available to international organisations (e.g. MNCs) in terms of organisational structure (especially cross border alliances) and policy decisions that determine the make up of each level of the workforce in the organization itself and across its subsidiaries.

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Assessment tasks

- Case Analysis/Paper
- Final Examination

PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

Learning outcomes

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Assessment tasks

- Case Analysis/Paper
- Final Examination

Changes since First Published

Date	Description
11/02/2019	Exam date changed from 'Exam Week (TBD)' to '13 April 2019' in assessment details.