



# HRM 307

## International Human Resource Management

S1 Day 2015

*Dept of Marketing and Management*

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#### **Disclaimer**

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## General Information

Unit convenor and teaching staff

Unit Convenor

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Wednesday 1-2pm

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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 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 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

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

## Assessment Tasks

Name	Weighting	Due
<u>Group Presentation &amp; Report</u>	30%	Weeks 3-10
<u>Individual Essay</u>	30%	Week 10
<u>Final Examination</u>	40%	University Examination Period

### Group Presentation & Report

Due: **Weeks 3-10**

Weighting: **30%**

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.

- Group presentation, 10% group mark - 20 minutes (plus 10 minutes questions/discussion)
- Group report, 20% group mark - 2000 words (+/- 10%), excluding reference list.

**The Group Written Report should include the following:**

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

### Submission of Group Written Report

- Students are required to submit their group report to their tutor (in the tutorial session) on the day of their verbal presentation.
- The group report must be in hard copy (students are reminded that they need to keep an electronic copy of their report as a backup).

- The group written report must have a cover sheet attached, which clearly indicates all student names and numbers. A word count must be included on the front page of your group report. It also must have the name of the tutor, date and time of presentation, as well as the marking criteria attached (marking criteria is available on iLearn).
- No extensions will be granted. Students who have not submitted prior to the submission date deadline will be awarded a mark of '0' for the written presentation report, except for cases in which an application for Disruptions to 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
- 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: **30%**

This is an individual essay with a maximum of 1600 words (+/- 10%, excluding reference list). All finalised essays **MUST** be uploaded to the iLearn 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
- 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

### **Submission Procedure:**

Students are required to submit their electronic copy of 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 from Macquarie and other universities, with material available on the Internet, both freely available and subscription-based electronic journals.

### **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 Disruptions

to Studies is made and approved.

Marking Criteria and marking rubric can be seen on iLearn

On successful completion you will be able to:

- To explore challenges facing international human resource managers
- To critically 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 your tutor and provide medical certificates at the next tutorial or via email (preferred).

## Required and Recommended Texts and/or Materials

### *Required*

Ozbilgin Mustafa, Groutis Dimitra, and Williams Harvey, *International Human Resources Management* (Cambridge University Press, 2014)

This text book is obtainable from Macquarie University Coop Bookshop. Students should have their own copy of this text. Some copies of the text will be available on the library shelves and in library reserves (subject to delivery date). Lecture support can add to the textbook but cannot replace it.

### **Highly Recommended**

Edwards T, Rees C, *International Human Resource Management* (Pearson, 2011)

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

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, Grobblers P, Holland P, and Warnich S, *Contemporary Issues in Human Resource Management* (Oxford University Press, 2nd ed, 2007).
- Briscoe D, Randall S, and Clauss L, *International Human Resource Management: Policies and Practice for Multinational Enterprises* (Routledge, 3rd ed, 2009)
- De Cieri H, Kramer R, Noe, R A, Hollenbeck J R, Gerhart B, and Wright P M, *Human Resource Management in Australia: Strategy, People and Performance*, McGraw Hill, 2nd ed, 2008).
- Harzing A W. and van Ruysseveldt J, *International Human Resource Management* (Sage Publication, 2005).
- Nankervis A, Comptom R, and Baird M, *Strategic Human Resource Management* (Cengage, 6th ed, 2008)
- Stone R J, *Human Resource Management* (John Wiley, 6th ed, 2008).
- Mendenhall M, Oddou G, *Readings and Cases in International Human Resource Management* (South-Western College Publishing, 3rd ed, 2000)

### **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 resources and upload assignments or other materials required for class activities and assignments;
- Microsoft word and Powerpoint (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: <http://ilearn.mq.edu.au/login/MQ/>

### 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/>

<a href="http://www.ilr.cornell.edu/">http://www.ilr.cornell.edu/</a>	<a href="http://www.actu.org.au">http://www.actu.org.au</a>
<a href="http://www.shrm.org">http://www.shrm.org</a>	<a href="http://www.fwa.gov.au">http://www.fwa.gov.au</a>
<a href="http://www.deewr.gov.au">http://www.deewr.gov.au</a>	<a href="http://www.ihrim.org/">http://www.ihrim.org/</a>
<a href="http://www.wrc.org.au">http://www.wrc.org.au</a>	<a href="http://www.ilo.org/">http://www.ilo.org/</a>

### Changes since the last offering of this unit

The required text book has changed since the last offering in 2014. This may change the lecture and tutorial content.

## 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

## 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](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](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](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/](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](http://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](http://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**

- Group Presentation & Report
- 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 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
- The unit also aims to assist the students to develop the capacity to critically analyse IHRM.

## Assessment tasks

- Group Presentation & Report
- 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 critically 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 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

## Changes from Previous Offering

The required textbook for this subject has been updated and changed. This update and change may alter some of the previous lecture and tutorial content material. However, students will be alerted to any changes to the course subject material through iLearn.

## 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 opportunities to conduct your own research.