HRM 307
International Human Resource Management
S1 Day 2016
Dept of Marketing and Management

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General Information

Unit convenor and teaching staff
Unit Convenor
Dr. Julie Zetler
julie.zetler@mq.edu.au
Contact via 9850-7994
E4A 510
Friday 10-11

Lecturer/tutor
Christine Sinclair
christine.sinclair@mq.edu.au
Contact via email
Friday 12-1

Tutor
Catherine Dolle-Samuel
catherine.dolle-samuel@mq.edu.au
Contact via email
Thursday 11-12

Tutor
Roderick Smith
roderick.smith@mq.edu.au
Contact via email
Friday 12-1pm

Alison Barnes
alison.barnes@mq.edu.au

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://students.mq.edu.au/important-dates](https://students.mq.edu.au/important-dates)

Learning Outcomes

1. To develop an understanding of the key differences between domestic and international HRM
2. To explore challenges facing international human resource managers
3. To critically examine contextual factors that influence IHRM practice
4. Explore the operation of key human resource functions such as performance management, recruitment and selection and training and development in global organisations
5. Examine the links between industrial relations systems and IHRM

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
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<tbody>
<tr>
<td>Group Presentation &amp; Report</td>
<td>30%</td>
<td>Weeks 3-11</td>
</tr>
<tr>
<td>Individual Essay</td>
<td>30%</td>
<td>Week 11 (Monday 23 May)</td>
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<tr>
<td>Final Examination</td>
<td>40%</td>
<td>University Examination Period</td>
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Group Presentation & Report

Due: **Weeks 3-11**
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.

a) Group presentation, 10% group mark - 20 minutes (plus 10 minutes questions/discussion)

b) 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)
- Recommendations (summary)
- Introduction (setting the context)
- Analysis (comparison of factors (e.g. cultural, legal, etc))
- Implications and recommendations for HR
- Reference list (not included in word count)
- Other relevant material (appendix)

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 extension will be granted. There is a deduction of 10% of the total available 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 the solutions have been discussed.

This Assessment Task relates to the following Learning Outcomes:

- 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 11 (Monday 23 May)

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 (‘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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This Assessment Task relates to the following Learning Outcomes:

- To explore challenges facing international human resource managers
- To critically examine contextual factors that influence IHHRM practice

**Final Examination**

Due: **University Examination Period**  
Weighting: **40%**
1) The examination is an 'open-book' exam worth 40% 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) Please Note: Students are not required to gain a pass mark in the exam to pass the subject. However, where a student fails the examination the subject Convenor has the right, where applicable, to moderate the final grade result of the student (subject to the University Grading Policy)

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/disruption_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 available at - http://www.mq.edu.au/policy/docs/examination/

This Assessment Task relates to the following Learning Outcomes:

- 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

**Delivery and Resources**

Number and length of classes: 1 x 2 hour lecture (4-6pm Friday, 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 for the sole purpose of student revision - not as a substitute for attending lectures. This is not an 'online' subject, therefore, it is expected that students attend lectures

**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.

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

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**


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 Financial 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

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<tr>
<th>Week</th>
<th>Topic</th>
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<tbody>
<tr>
<td>Week 1 (29 February)</td>
<td>HRM in an International Context - Changing Business Practices</td>
</tr>
<tr>
<td>Week 2 (7 March)</td>
<td>Exploring the Impact of Free-Trade Agreements and Contract Law</td>
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<tr>
<td>Week 3 (14 March)</td>
<td>IHRM - International Industrial Relations and Human Rights Practices</td>
</tr>
<tr>
<td>Week 4 (21 March)</td>
<td>EASTER LONG WEEKEND (NO LECTURE FRIDAY 25 March)</td>
</tr>
<tr>
<td>Week 5 (29 March)</td>
<td>The Host Country Context, Cross-Border Alliances and SMEs</td>
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<tr>
<td>Week 6 (4 April)</td>
<td>Contemporary IHRM Issues &amp; Controversies - Ethical Considerations</td>
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<td></td>
<td>UNIVERSITY BREAK (11 - 22 April)</td>
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<tr>
<td>Week</td>
<td>Topic</td>
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<tr>
<td>Week 7 (26 April)</td>
<td>Corporate Social Responsibility (CSR) - Understanding the Governance Gap</td>
</tr>
<tr>
<td>Week 8 (2 May)</td>
<td>Staffing Operations - Sustainable Growth, Selection and Recruitment</td>
</tr>
<tr>
<td>Week 9 (9 May)</td>
<td>IHRM - Staff Communication Systems, Mentor and Mentoring, Leadership</td>
</tr>
<tr>
<td>Week 10 (16 May)</td>
<td>IHRM - Staff Performance Management and Re-Entry Issues</td>
</tr>
<tr>
<td>Week 11 (23 May)</td>
<td>ESSAY DUE 23 May - IHRM - International Mediation and Dispute Resolution</td>
</tr>
<tr>
<td>Week 12 (1 June) &amp; Week 13 (6 June)</td>
<td>Guest Lecturer (wk 12), Examination Briefing and Unit Review (wk 13)</td>
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**Policies and Procedures**

Macquarie University policies and procedures are accessible from [Policy Central](http://mq.edu.au/policy/docs/). Students should be aware of the following policies in particular with regard to Learning and Teaching:


In addition, a number of other policies can be found in the [Learning and Teaching Category](http://mq.edu.au/policy/docs/) of Policy Central.
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 Enquiry Service
For all student enquiries, visit Student Connect at ask.mq.edu.au

Equity 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.

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
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

**Assessment task**
- Individual Essay

**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
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- Examine the links between industrial relations systems and 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 critically examine contextual factors that influence IHRM practice

**Assessment task**

- Individual Essay

**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 outcomes**

- 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

**Assessment tasks**

- Group Presentation & Report
- Final 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.

**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).


This unit gives you opportunities to conduct your own research.