



BUS 851

Comparative Human Resource Management

S1 Day 2019

Department of Management

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Disclaimer

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General Information

Unit convenor and teaching staff Unit Convenor Candy Lu Contact via Email Please view via iLearn - https://ilearn.mq.edu.au/login/
Credit points 4
Prerequisites BUS651 or MKTG696
Corequisites
Co-badged status
Unit description This unit has two central themes: (1) How to think systematically and strategically about aspects of managing an organisation's international human assets, and (2) What really needs to be done to implement policies and to achieve a competitive international advantage. The unit will examine the difficulties of blending of exogenous and endogenous factors in more than one country while planning and coordinating vital human resource policies and practices.

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:

Consider the difference and different requirements between domestic and international HRM

Assess the impact of cultural differences on the management of people in multinational organisations and to examine the impact of global conditions on the strategic management of human resources in the context of overseas subsidiaries, acquisitions and joint ventures

Identify the possible linkages between International HRM and business strategy, and critically analyse International HRM functions and process in various international

settings

Define and explain the theories which guide the policies, processes and procedures of International HRM

Effectively collaborate as a group to reach a collective goal.

Assessment Tasks

Name	Weighting	Hurdle	Due
Individual Report	30%	No	Week 7
Group Presentation & Report	30%	No	Weeks 8-12
Final Exam	40%	No	University Examination Period

Individual Report

Due: **Week 7**

Weighting: **30%**

Individual Report Assessment Summary Task Description Individual Report **Type of Collaboration** Individual **Submission** [Please Submit Via Turnitin Link on iLearn](#) **Format** [Please refer to the iLearn Unit page](#) **Length** 2,000 Words (+/- 10%, excluding references list) **Inherent Task Requirements** None **Late Submission**

Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a deduction of 10% made from the total available marks for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Consider the difference and different requirements between domestic and international HRM
- Assess the impact of cultural differences on the management of people in multinational organisations and to examine the impact of global conditions on the strategic management of human resources in the context of overseas subsidiaries, acquisitions and joint ventures
- Define and explain the theories which guide the policies, processes and procedures of International HRM

Group Presentation & Report

Due: **Weeks 8-12**

Weighting: **30%**

Group Presentation & Report Assessment Summary Task Description

Groups will pick a research topic area and present their findings verbally and in a written report. The assessments consists two parts: **Group presentation-** 15% individual mark & **Group report-**15% group mark

Type of Collaboration Group **Submission** [Please Submit Via Turnitin Link on iLearn](#) **Format** [Please refer to the iLearn Unit page](#) **Length** **Group presentation-** 40 minutes (including 25-30 minutes presentation and 10-15 minutes questions/discussions). **Group report-** 2,500 words (+/- 10%), excluding reference **Inherent Task Requirements** Group presentation requires physical attendance to complete. **Late Submission**

Group Presentation: Students who have not submitted the task prior to the deadline will be awarded a mark of '0' for the task.

Group Report: Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a deduction of 10% made from the total available marks for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Consider the difference and different requirements between domestic and international HRM
- Assess the impact of cultural differences on the management of people in multinational organisations and to examine the impact of global conditions on the strategic management of human resources in the context of overseas subsidiaries, acquisitions and joint ventures
- Identify the possible linkages between International HRM and business strategy, and critically analyse International HRM functions and process in various international settings
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Final Exam

Due: **University Examination Period**

Weighting: **40%**

Examination Assessment Summary Task Description A final examination is included as an assessment task for this unit to provide assurance that the product belongs to the student and the student has attained the knowledge and skills tested in the exam. **Type of Collaboration** Individual **Submission** You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. **Format** [Please refer to the iLearn Unit page](#) **Length** 2.5 hours closed book exam with 10 minutes reading time **Inherent Task Requirements** None **Late Submission**

Please see [Assessment Policy Schedule 4](#). The only exception to not sitting an examination at the designated time in the University Examination Timetable is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for special consideration.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Consider the difference and different requirements between domestic and international HRM
- Assess the impact of cultural differences on the management of people in multinational organisations and to examine the impact of global conditions on the strategic management of human resources in the context of overseas subsidiaries, acquisitions and joint ventures
- Identify the possible linkages between International HRM and business strategy, and critically analyse International HRM functions and process in various international settings

Delivery and Resources

Required text	<ul style="list-style-type: none">• Dowling, P., Festing, M., & Engle, A. D. (2017). International Human Resource Management (7th ed.). London: Cengage Learning. ISBN 9781473719026. <p>Obtainable from Macquarie University Coop Bookshop (macq_byr@coop-bookshop.com.au)</p> <p>The text is available from the Co-Op Bookshop. Copies are held in the Library's Reserve section.</p>
Unit web page	The web page for this unit can be found at: https://ilearn.mq.edu.au/login/

Technology Used and Required	<ul style="list-style-type: none"> Students will need to be familiar with a web browser to access the unit web page. Library databases to source materials for the research reports, which are accessed electronically for conducting research for assignments; Microsoft word and Power point (where applicable) for the research reports and presentations.
Delivery Format and Other Details	<ul style="list-style-type: none"> Number and length of classes: This course involves 3 hours of face-to-face teaching per week in a seminar format, unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s) Seminars will commence in Week 1 The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
Recommended readings	<ul style="list-style-type: none"> Harzing, A.-W., & Pinnington, A. (2011). International Human Resource Management (3rd ed.). London: Sage. Nankervis, A., Baird, M., Coffey, J., & Shields, J. (2014). Human Resource Management: Strategy and Practice (8th ed.). South Melbourne: Victoria Cengage Learning Australia. Hayton, J. C., Biron, M., Christiansen, L. C., & Kuvaas, B. (Eds.). (2012). Global Human Resource Management Casebook. New York: Routledge.

Unit Schedule

Teaching and Learning Activities

WEEKS	Seminar Topic	Seminar Readings and Activities
Week 1	Introduction to Unit and IHRM	Read Chapter 1 of textbook Getting to know you Start organising student groups Individual assignment topic question handed out and discussed
Week 2	The Cultural Context of IHRM	Read Chapter 2 of textbook Groups formed for group presentation and report Small group activity
Week 3	The Organisational Context of IHRM	Read Chapter 3 of textbook Case Study: Wolfgang's Balancing Act (p. 289)
Week 4	IHRM in Cross-Border Mergers & Acquisitions, International Alliances and SMEs	Read Chapter 4 of textbook Small group activity Individual assignment discussion
Week 5	Staffing International Operations for Sustained Global Growth	Read Chapter 5 of textbook Case Study: Strategic Forecasts and Staffing Formulation (p.298)
Week 6	Recruiting and Selecting Staff for International Assignments	Read Chapter 5 of textbook Case Study: Local or International? (p.305)
Week 7	International Performance Management Individual assignment due.	Read Chapter 6 of textbook Small group activity
	Mid Semester Break	
Week 8	International Training and Development	Read Chapter 7 of textbook Group presentations Feedback on individual assignment

WEEKS	Seminar Topic	Seminar Readings and Activities
Week 9	International Careers - Expatriation and Repatriation	Read Chapter 7 of textbook Group presentations
Week 10	International Compensation	Read Chapter 8 of textbook Group presentations
Week 11	International Industrial Relations	Read Chapter 9 of textbook Guest lecture and/or video Group presentations
Week 12	International Trends and Future Challenges	Read Chapter 10 of textbook Group presentations
Week 13	Unit Review and Exam Preparation	Review

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) (<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) (<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) (<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 - 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

- Consider the difference and different requirements between domestic and international HRM

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- Identify the possible linkages between International HRM and business strategy, and critically analyse International HRM functions and process in various international settings
- Define and explain the theories which guide the policies, processes and procedures of International HRM

Assessment tasks

- Individual Report
- Group Presentation & Report
- Final Exam

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

- Consider the difference and different requirements between domestic and international HRM
- Assess the impact of cultural differences on the management of people in multinational organisations and to examine the impact of global conditions on the strategic management of human resources in the context of overseas subsidiaries, acquisitions and joint ventures
- Identify the possible linkages between International HRM and business strategy, and critically analyse International HRM functions and process in various international settings
- Define and explain the theories which guide the policies, processes and procedures of International HRM

Assessment tasks

- Individual Report

- Group Presentation & Report
- Final Exam

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

- Assess the impact of cultural differences on the management of people in multinational organisations and to examine the impact of global conditions on the strategic management of human resources in the context of overseas subsidiaries, acquisitions and joint ventures
- Identify the possible linkages between International HRM and business strategy, and critically analyse International HRM functions and process in various international settings
- Effectively collaborate as a group to reach a collective goal.

Assessment tasks

- Individual Report
- Group Presentation & Report
- Final Exam

Global Contexts and Sustainability

Issues of sustainability are integrated throughout the unit. Examples of practices from different countries will be discussed in the seminars.

Research and Practice

The unit uses research from several external sources namely academic journals below, to support your learning of IHRM concepts and theories:

- Human Resource Management
- International Journal of Human Resource Management
- Human Resource Management Journal
- Human Resource Management Review
- Journal of International Business Studies
- Journal of International Management

A list of research articles from these sources will be posted on iLearn, which will allow students to keep up-to-date with current trends and practices in IHRM and considerably expand their knowledge of this subject.

This unit gives you opportunities to conduct research and gives you practice in applying research findings in your assessments.

Changes since First Published

Date	Description
22/02/2019	No significant changes