



# HRM 307

## International Human Resource Management

S1 Day 2019

*Department of Management*

### Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	2
<u>Assessment Tasks</u>	3
<u>Delivery and Resources</u>	5
<u>Unit Schedule</u>	6
<u>Policies and Procedures</u>	7
<u>Graduate Capabilities</u>	8
<u>Changes from Previous Offering</u>	10
<u>Research and Practice</u>	11

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## General Information

Unit convenor and teaching staff

Unit Convenor

Jane Maley

[Jane.Maley@mq.edu.au](mailto:Jane.Maley@mq.edu.au)

Contact via Email

Please view consultation hours via iLearn - <https://ilearn.mq.edu.au/login/MQ/>

Credit points

3

Prerequisites

HRM201 and 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
<a href="#">In class Quiz</a>	10%	No	Week 6
<a href="#">Individual Essay</a>	30%	No	Week 10
<a href="#">Class Participation</a>	10%	No	Ongoing
<a href="#">Final Exam</a>	50%	No	University Exam Week

### In class Quiz

Due: **Week 6**

Weighting: **10%**

**In Class Quiz Task Description** This test is held in tutorial sessions and consists of short answer and/or multiple choice questions. Questions are based on material examined in lectures **Week 1-5. Type of Collaboration:** Individual **Submission:** Start of tutorial class Week 6.

[Please see iLearn for details.](#) **Format:** It is a closed book test. Quiz and or Short questions

**Length:** 40 minutes **Inherent Task Requirements** Students need to attend their tutorial to take this quiz. In order to sit the quiz students must display their current student identification card at the time. **Late Submission**

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 special consideration is made and approved.

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:

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

### Individual Essay

Due: **Week 10**

Weighting: **30%**

**Individual Essay Task Description** This assessment helps students to develop an understanding of the key challenges facing international HR executives in terms of global recruitment and selection, performance management and training. **Type of Collaboration:**

Individual **Submission:** Please Submit Via Turnitin Link on [iLearn](#) . **Format:** Please refer to the [iLearn](#) Unit page **Length:** 1500 words (+/- 10%, excluding reference list) **Inherent Task Requirements** None **Late Submission**

Late essays 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:

- To develop an understanding of the key differences between domestic and international HRM
- To explore challenges and ethical considerations facing international human resource managers
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## Class Participation

Due: **Ongoing**

Weighting: **10%**

**Class Participation Task Description** The class participation mark is based on your performance in your tutorial classes. This includes evidence that you have completed the readings and are prepared to contribute to the tutorial discussions in order to answer questions that require knowledge of the allocated article/ case study for the week. **Type of Collaboration**

Individual **Submission** [Ongoing](#) **Format** Participation **Length** Mark is based on physical attendance of 10 tutorial classes. **Inherent Task Requirements** In addition to physical attendance, quality participation is required **Late Submission**

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 special consideration is made and approved.

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:

- 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

## Final Exam

Due: **University Exam Week**

Weighting: **50%**

**Final Exam Task Description** A final examination is included as an assessment task for this unit to provide assurance that: (i) the product belongs to the student and ii) the student has attained the knowledge and skills tested in the exam

**Type of Collaboration:** Individual

**Submission:** Please see [iLearn](#) for Details. The examination is an 'Closed- book' exam.

**Format:** Please see [iLearn](#) Unit Page **Length:** 3 Hours **Inherent Task Requirements** Physical attendance is required to complete this exam. **Late Submission** Please see [Assessment Policy Schedule 4](#). No extensions will be granted. 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:

- To explore challenges and ethical considerations facing international human resource managers
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- Examine the links between industrial relations systems and IHRM

## Delivery and Resources

Required text	<ul style="list-style-type: none"><li>• Brewster, C.,Houldsworth, E., Sparrow &amp; Vernon, G (2016). International Human Resource Management (4th Ed, 2016,CIPD)</li></ul> <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: <a href="https://ilearn.mq.edu.au/login/MQ/">https://ilearn.mq.edu.au/login/MQ/</a>
Technology Used and Required	<ul style="list-style-type: none"><li>• Students will need to be familiar with a web browser to access the unit web page.</li><li>• Library databases to source materials for the presentation group report;</li><li>• Electronic (internet) access to iLearn to download unit learning resources and upload assignments or other materials required for class activities and assignments;</li><li>• Microsoft Word and Power Point (where applicable) for the group presentation reports</li><li>• <b>Unit Web Page:</b> Course material is available on the learning management system (iLearn).</li></ul>

<b>Delivery Format and Other Details</b>	<ul style="list-style-type: none"> <li>Number and length of classes: <b>1 x 2 hour lecture and 1 x 1 hour tutorial, i.e. 3 hours face to face</b> per week unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s)</li> <li>Tutorials will commence in <b>Week 2</b></li> <li>Electronic (internet) access to iLearn to download unit learning resources and upload assignments or other materials required for class activities and assignments;</li> <li>The timetable for classes can be found on the University web site at: <a href="http://www.timetables.mq.edu.au/">http://www.timetables.mq.edu.au/</a></li> </ul>
<b>Recommended readings</b>	<ul style="list-style-type: none"> <li>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</li> <li>It is suggested that students research the University library system in order to find and access relevant journals and articles.</li> </ul>

## Unit Schedule

Week	Lecture Topic & Readings	Tutorial Topic
1	Introduction - Globalising HRM: Changing business practice. Chapter 1, Brewster et al., (2016) . Cooke, Fang Lee, et al (2019). How far has international HRM travelled? A systematic review of literature on multinational corporations (2000–2014). Human Resource Management Review 29(1) 59-75.	No tutorial
2	The cross-cultural context of international HRM. Chapter 2, Brewster et al., (2016).	Expectations and time for questions
3	The impact of national culture on the firm. Chapter 3, Brewster et al., (2016). Farndale, E., & Sanders, K. (2017). Conceptualizing HRM system strength through a cross-cultural lens. The International Journal of Human Resource Management, 28(1), 132-148.	Convergence debate
4	Culture and organisational life. Chapter 4, Brewster et al., (2016).	South Korean MNC
5	Comparative HRM. Chapters 5 & 6 Brewster et al., (2016). Budhwar, P. S., & Debrah, Y. (2001). Rethinking comparative and cross-national human resource management. International Journal of Human Resource Management.	Modern day slavery
6	Flexibility and work-life balance. Chapter 7, Brewster et al., (2016) .	Class mobility
7	Global recruitment and selection of global employees. Chapter 8, Brewster et al., (2016). Harris, H., & Brewster, C. (1999). The coffee-machine system: how international selection really works. International Journal of Human Resource Management, 10(3), 488-500.	Union membership differences across borders
	<b>Mid Semester Break</b>	
8	Global performance management. Chapter 9, Brewster et al., (2016). Maley, J. (2014). Sustainability: the missing element in performance management. Asia-Pacific Journal of Business Administration, 6(3), 190-205.	Recruitment across different cultures
9	Global compensation. Chapter 10, Brewster et al., (2016).	Performance management across borders
10	Global HR development. Chapter 11, Brewster et al., (2016). Goergen, M., Brewster, C. and Wood, G. (2009). Corporate Governance and Training. Journal of Industrial Relations 51 (4): 461-489.	Differences in pay across borders

11	Managing the global manager. Chapter 14, Brewster et al., (2016). Harvey, M., & Moeller, M. (2009). Expatriate managers: A historical review. International Journal of Management Reviews, 11(3), 275-296.	The expensive expatriate manager
12	Managing global diversity, Chapter 15, Brewster et al., (2016).	Revision

## 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](https://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto: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](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)

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto: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/](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

### 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 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

- In class Quiz
- Individual Essay
- Class Participation
- Final Exam

## 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

- Final Exam

## 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
- 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

- Individual Essay
- Class Participation
- Final Exam

## Changes from Previous Offering

The unit content for this subject is reviewed on a regular bases and updated if required. The assessment and text-book for this subject has not changed since 2017.

## 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.