

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

BUS 851
COMPARATIVE HUMAN
RESOURCE
MANAGEMENT

Semester 1, 2011

Department of Management & Marketing

**MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT GUIDE**

Year and Semester:	2011, Semester 1
Unit convenor:	Dr Jane Maley SRN, SCM, PG Cert Marketing, MBA, DBA, CMAHRI,
Prerequisites:	Nil
Credit points	3

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything is unclear, please consult Dr Jane Maley.

ABOUT THIS UNIT

International Human Resource Management (International HRM) provides an introduction to the critical issues facing organisations in simultaneously 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 course is based on the notion that competitive firms and economies require appropriate structures, policies, and strategies for managing their employees at every level of the enterprise. This is particularly true of multinational enterprises (MNEs) and transnational corporations (TCs) intricately involved in a global environment.

Many organisations acknowledge that a significant basis of competitive advantage frequently comes not from having the most inventive product design, the greatest marketing strategy, or the most state-of-the-art manufacturing technology, but rather from having an effective system for obtaining, mobilising, and managing the organisation's international human assets. A number of recent developments, including demographic changes in the labour force, increased global competition, industrial relations and attention to sustainability and ethics have made international HRM increasingly crucial for organisations. Although many managers and organisations recognise the importance of managing the work force effectively and even know what effective approaches are, it is remarkable how frequently firms fail to implement effective international HRM practices.

Therefore, this course has two central themes: (1) How to think systematically and strategically about aspects of managing the organisation's international human assets, and (2) What really needs to be done to implement policies and to achieve a competitive international advantage through the people. The course 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. It will also examine how an organisation facilitates a multi-domestic response to staffing, appraising, and developing its personnel in a way that its core goals and values are upheld without sacrificing local customs and traditions. This balance of integration and differentiation, of control and flexibility, will be explored along with the challenges of keeping two or more different masters happy and strategically linked with a global mindset.

The intent of the course is both to impart knowledge as well as to stimulate discussion about the values and beliefs that stand in the way of implementing this knowledge. The course adopts the perspective of the general manager and addresses International HRM topics from a more strategic perspective, considering how international HRM might aid in developing competitive advantage and what might be done to fulfil this potential.

The course is divided into three sections. The first addresses the implementation of strategic international human resource practices, globalisation and cross-border alliances. The second section explores the important issues in international human resource management. The final section of the course provides a summary and integration of the material and gives students a chance to learn from each other as they listen to the presentations of the group projects that are an important part of the course.

TEACHING STAFF

Lecturer Dr Jane Maley, Contact: Building 4EA, Room 524
jane.maley@mq.edu.au or 0414 888 468

Dr Maley will be available for consultation Tuesdays and Fridays 9-12 (drop in) and before or after class or by appointment.

General emails will be responded to within 48 hours NOT INCLUDING WEEKENDS. Note, students requesting detailed additional information on exams or assignments may be referred to class discussions where other students will benefit.

CLASSES

Classes will be conducted on the basis of 1.5 hours lecture followed by 1.5 hours tutorial. The timetable for classes can be found on the University web site at:
<http://www.timetables.mq.edu.au/>

It is a requirement of this subject that you attend all classes. If you have a legitimate reason for non attendance you must advise Dr Maley in advance, SMS is fine. If you are having any difficulties at all please talk to Dr Maley.

UNIT WEB PAGE AND ANNOUNCEMENTS

There is an online resource (Blackboard: <https://learn.mq.edu.au>) to accompany this unit, used for announcements to students and electronic distribution of materials. Students should check the course website regularly.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

The compulsory textbook, which supports this module, is:

Dowling, P; Festing, M & Engle, S. (2008). *International human resource management*. Cengage Learning, Melbourne.

TECHNOLOGY USED AND REQUIRED

Students are required to learn how to use power point, word processing and blackboard.

LEARNING OBJECTIVES AND OUTCOMES

After completing this unit, students will be able to:

1. Determine the key terms in international HRM and consider several definitions of international HRM.
2. Assess the difference between domestic and international HRM.
3. Critically evaluate the requirements for international recruitment and selection
4. Prioritise the issues surrounding global performance management.

GRADUATE CAPABILITIES

Business graduates are expected to know the following 6 discipline specific knowledge and skills upon graduation. This unit contributes to this learning by helping students develop capabilities 1,2,3, 4,5,6 (Italicised).

1. *A good knowledge and understanding of the main issues involved in the management of human resources in the international context.*
2. *The capacity to contribute to the development and review of management policy, practices and systems in the field of international human resource management.*
3. *Knowledge of different international perspectives on human resource management.*
4. *Knowledge of the operation of human resource management in multinational enterprises/ different countries.*
5. *Acquired skills in library-based research, team working and team discussion and in written and oral presentations.*
6. *Ability to evaluate critically and analyse case studies based on the functional areas of international human resource management*

In addition to the discipline based learning objectives above, Macquarie University also seek to develop the following 8 generic capabilities in our graduates in order to address the challenges, and to be effective, engaged participants in their world. This unit contributes to this learning by helping students develop generic skills number, 1, 2, and 4 below (italicised).

1. *Critical, Analytical and Integrative Thinking*
2. *Problem Solving and Research Capability*

3. Creative and Innovative
4. *Effective Communication*
5. Engaged and Ethical Local and Global citizens
6. Socially and Environmentally Active and Responsible
7. *Capable of Professional and Personal Judgement and Initiative*
8. Commitment to Continuous Learning

TEACHING AND LEARNING STRATEGY

- The unit is taught by lecture and tutorial discussions.
- What is expected from students? Read the chapter relevant to the session in advance; prepare case studies for tutorials; follow current affairs and developments in international HRM; be able to apply concepts in tutorial exercises; respond to questions raised during lectures and demonstrate enthusiasm for the subject.
- The topics to be covered each week are as follows:

Lecture Topic	Tutorial Exercises	Readings
Week 1: Introduction. Groups (A-H) formed.	No tutorial today	Ch 1 Dowling
Week 2: The Organisational context	Group Activity: Let's rank Pfeiffer's seven practices	Ch 2 Dowling. Pfeiffer, J. (1998)
Week 3: The context of cross-border alliances	DVD Case : International HRM at Peace corps	Ch 3 Dowling
Week 4: Staffing international operations	Class Debate: Globalisation Debate: <i>"Globalisation will benefit us all in the future"</i> .	Ch 4 Dowling
Week 5: Guest Lecturer: International Manager	Case: Quality compliance at the Hawthorn Arms (p315).	No readings
Week 6: International recruitment & selection	Case: South West Airlines (Hand out)	Ch 5 Dowling
Week 7: Exam: Assessment 1:Quiz	Case DVD:IHRM at Cirque de Soleil	
Week 8: International training & development	Review exam	Ch 6 Dowling
Week 9: Industrial relations	Research task: international training consultants	Ch 10 Dowling
Week 10: Performance management	Research Task literature research on global performance appraisal.	Ch 11 Dowling
Week 11: International compensation	Presentations groups: A,B,C,D	Ch 7 Dowling
Week 12: International HRM trends:	Student group presentations to be given in tutorial groups: E,F,G,H	No reading
Week 13 In Class Exam	Feedback	Revision

Schedule – Semester 1, 2010 Lecture and tutorial times: refer to blackboard.

RESEARCH AND PRACTICE

- This unit uses research by Dr Jane Maley:

(In Press) Human Resources in the Global Context. Chapter ten, international performance management, J Maley.

Maley, J (In Press). The influence of various human resource management strategies on the performance management of subsidiary managers. *The Asia Pacific Journal of Business*. Accepted October 2010

Maley, J (2010). Missing the parents. *Human Resource Monthly*. April. 135-138.

Maley, J Kramar, R (2010). International human resource structures and their effect on the Australian subsidiary (Maley & Kramar). *Asia Pacific Journal of Human Resource Management*. 48(1), 26-44.

Maley, J (2009). The influence of performance management on the psychological contract (Maley). *South African Journal of Human Resource Management* 7(1). 179-199.

Maley, J & Kramar, R (2007) International performance appraisals: policies, practices & determinants (Maley & Kramar). *Research & Practice in Human Resource Management, Curtin Research & Practice*. 5(2).

The following list of peer-reviewed journals and additional readings is provided to assist students with assessments in this subject.

Recommended Reading

The publications listed below are highly recommended for further reading on the topics covered in the unit. Students should also consult them for the research and preparation of assignments.

Books

These are suggested books in order to broaden your reading.

Brewster, C; Carey, L; Dowling, P; Grobler, P; Holland, P; Warnich, S.(2007). *Contemporary issues in human resource management* (2nd ed). Oxford University Press, Southern Africa.

Briscoe, D; Randall, S; Clauss, L. (2009). *International human resource management: policies and practice for multinational enterprises* (3rd ed) .Routledge, London.

De Cieri and Kramar,(2008) *Human Resource Management in Australia: Strategy, People and Performance*. McGraw Hill. 3rd Edition.

Harzing, AW & Van Ruysseveldt, J (2005). *International human resource management*. Sage, London.

Nankervis, A., Comptom, R., and Baird, M. *Strategic human resource management* 4th edition, 2007 (6th ed). Cengage, Melbourne

Stone, Raymond J. 2008, *Human Resource Management*, (6th ed)., Milton: John Wiley.

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

Harvard Business Review

Human Resource Management Journal

International Journal of Employment Studies

International Journal of Human Resource Management

Personnel Management

Personnel Review

Some useful websites:

<http://www.ahri.com.au>

<http://www.ilr.cornell.edu/>

<http://www.shrm.org>

<http://www.innovations.gov.au>

<http://www.psmnpc.gov.au/>

<http://www.dewrsb.gov.au/>

http://europa.eu.int/comm/dg05/index_en.htm

<http://www.ilo.org/>

<http://www.hreoc.gov.au/>

http://www.trainingsupersite.com/tss_link/trainset.htm

<http://www.actu.asn.au/>

<http://www.airc.gov.au/>

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

The assessment of the course has the following components:

	Assessment Task 1	Assessment Task 2	Assessment Task 3	Assessment 4	Total
Title	Mid semester quiz (25%)	Group presentation (25%)	Group report (25%)	In class exam (25%)	
Description <i>(including length or similar if applicable)</i>	To gain an early assessment of your understanding of the subject materials, a one hour mid-term exam will be held in class. The exam will consist of 40 multiple choice questions.	Each group will present a country study. The presentation will be based on a country specific analysis. Extensive research is required as students are not only learning about how to do research and presentations but also educating fellow students about the country they chose. Presentation is for 20 minutes, followed by 5 minutes of class questions or interactions.	Report to accompany presentation (4,000 words). Extensive research is required. See blackboard for more details .of report.	The duration of the exam is 1.5 and it is held in class. The exam consisting of 4 short essay questions.	
Due date	During the tutorial time in week 7	Weeks 11 & 12 on assigned presentation day.	Week 11 & 12 on assigned presentation day.	Week 13	
% Weighting	25%	25%	25%	25%	100%
Grading method - marking criteria/ standards - expectations in relation to presentation - referencing requirements	Questions based on material covered in weeks 1-6. See a document called "Assessment criteria" on unit website for more details.	Marking criteria sheet attached. Students to check blackboard for in-depth details and guidance on this assessment. See a document called "Assessment criteria" on unit website for more details.	Marking sheet criteria Attached. See a document called "Assessment criteria" on unit website for more details.		
Submission method	In class test	Presentation week 11 & 12	Hard copy in class week 11 & 12		
Feedback <i>(type,</i>	Week 8 after midterm break	Verbal-immediately Grade week 13	Week 13	In week 15. Please check blackboard	

	Assessment Task 1	Assessment Task 2	Assessment Task 3	Assessment 4	Total
<i>method, date)</i>					
Estimated student workload (hours)	25 hours	20 hours	25 hours	27 hours	97
Learning outcomes assessed					
1.Determine the key terms & definitions in IHRM	10				10%
2.Assess difference between domestic & I HRM	5			10	15%
3. Critically evaluate the requirements for international recruitment and selection	5				5%
4.Prioritise the issues per managementt.				20	20%
Graduate					

	Assessment Task 1	Assessment Task 2	Assessment Task 3	Assessment 4	Total
capabilities assessed					
1.Critical analysis skills			10	10	20%
2 Problem solving and research capability		5	10		15%
4. Effective communication		10	5		15%
Total	20%	25%	25%	30%	100%

- Students must attend at least 10 of the 12 sessions – failure to do so will lead to major deduction of group-work contribution.
- Failure to sit for this test will result in a zero grade. Students will only be given special consideration for non-attendance under **exceptional** circumstances, supported by documentary proof (e.g., medical certificates) within 48 hours of the test.
- Students who failed their mid-term quiz will be counselled as an early warning that they have to work harder.
- Late submissions (up to 24 hours) will be penalised at 50% of the grade.
- Students are expected to arrive on time and not to leave until the class ends. If you have a recurring problem that makes you late or forces you to leave early, please have the courtesy to discuss this with your lecturer.
- Mobiles should be turned off during classes, not simply set to “silent”. Texting, other mobile phone activities and the use of laptop computers during class is distracting to the lecturer and other students and is strictly forbidden. Students violating this requirement will be asked to leave the class.

ACADEMIC HONESTY

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

GRADES

Macquarie University uses the following grades in coursework units of study:

HD - High Distinction
 D - Distinction
 CR - Credit
 P - Pass
 F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:
<http://www.mq.edu.au/policy/docs/grading/policy.html>

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandconomics.mq.edu.au/new_and_current_students/undergraduate/how_do_i/grade_appeals

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at:

http://www.mq.edu.au/policy/docs/special_consideration/procedure.html

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at: <http://www.student.mq.edu.au>

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorized coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when utilizing University IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication