MACQUARIE
UNIVERSITY

FACULTY OF
BUSINESS AND ECONOMICS

BUS 851
International Human Resource Management

Semester 1, 2012

Department of Management and Marketing

Year and Semester: 2012, Semester 1

Unit convenor: Peter McGraw

Prerequisites: Nil

Credit points: 4

Students in this unit should read this unit guide carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult Melinda Varhegyi.

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

- Convenor: Peter McGraw
  Contact: Building E4A, Room 637
  Peter.mcgraw@mq.edu.au
- Lecturer: Melinda Varhegyi: BSc(Adv)(Hons), M.OrgPsych, Doctoral Candidate, Organisational Psychologist
  Contact: Melinda.varhegyi@students.mq.edu.au or 0433214724

CONTACTING STAFF

You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct consultations by email. You may, however, phone staff during their consultation hours.

- Consultation times

Melinda will be available for consultation Wednesdays after 3pm by appointment. To arrange an appointment contact Melinda by email or phone. Consultations will be held in the consultation room at E4B104. Contact: Melinda.varhegyi@mq.edu.au or 0433214724.

General emails will be responded to within 48 hours (excluding weekends). Accordingly, students must organise their study schedules to ensure that they do not feel the need for urgent email replies. Note, students requesting detailed additional information on exams or assignments may be referred to class discussions where other students will benefit.

Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

- Seminar classes will be conducted over 3 hours of face-to face teaching per week. Seminar classes will be broken up into a lecture and tutorial component 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/

- Attendance will be taken in all seminar classes. It is a requirement of this subject that you attend 11 out of 13 seminar classes. Failure to do so will lead to major deduction of group-work contribution. Medical certificates must be provided if you are not able to attend a class without incurring a penalty.

- If you have a legitimate reason for non attendance you must advise Melinda in advance, email or phone is suitable. If you are having any difficulties at all please talk to Melinda.

- 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.

- Late submissions of assessments tasks will be penalised at 10% of the grade for each day the assessment is late for submission.

- Assessments are to be submitted in hardcopy and softcopy through Turnitin. Turnitin receipts must be printed and attached to the assessment. Further information will be provided regarding the Turitin submission.

The compulsory textbook, which supports this module, is:

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

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; Grobbler, P; Holland, P; and Warnich, S. (2007). *Contemporary issues in human resource management (*2nd ed). Oxford University Press: Southern Africa.

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

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

- Harzing, A. W., and Van R. J. (2005). *International human resource management*. Sage: London.

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

- Stone, R. 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.psmpc.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/

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

UNIT WEB PAGE

- Course material is available on the learning management system (iLearn). Students should check iLearn regularly for announcements to students and electronic distribution of materials. iLearn can be accessed at: https://ilearn.mq.edu.au/login/MQ/

LEARNING OUTCOMES

The learning outcomes of this unit are:

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 and 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

LEARNING AND TEACHING ACTIVITIES

The unit is taught by lecture and tutorial discussions.

• It is expected that students will read the chapter relevant to the session in advance; prepare case studies for tutorials; follow current affairs and developments in international HRM; participate in group exercises and assessments, be able to apply concepts in tutorial exercises; respond to questions raised during class and demonstrate enthusiasm for the subject.

The topics to be covered each week are as follows:

Lecture Topic	Tutorial Exercises	Readings
Week 1: Introduction	• Ice breaker exercises • Introductory discussion about key concepts of IHRM in the news	Ch 1 Dowling
Week 2: The organisational context	Group Activity: Let's rank Pfeiffer's seven practices (handout) • Essay Topics available on iLearn • Assessment task 1, 2 and 3 details provided this week • Groups are formed for Assessment task 2 & 3	Ch 2 Dowling Pfeiffer (1998)
Week 3: Cross-border alliances	DVD case: International HRM at Peace corps	Ch 3 Dowling
Week 4: Staffing international operations	Class debate on globalisation: "Globalisation will benefit us all in the future". Details provided in class	Ch 4 Dowling
Week 5: International recruitment & selection	Case study: Quality compliance at the Hawthorn Arms (page 315 Dowling)	Ch 5 Dowling
Week 6: International training and development	Case DVD: IHRM at Cirque de Soleil	Ch 6 Dowling
Week 7: Performance management	**Assessment task 1:** Essay due Case study: Performance Appraisals in the not-for-profit sector (handout) Tutorial time used for groups to work on assessment 2 &3	Ch 11 Dowling
Week 8: Re entry and career issues	Tutorial time used for groups to work on assessment 2 &3	Ch 8 Dowling
Week 9: IHRM in the host -country context	Small group activity/case study: PCNs and HCNs (handout)	Ch 9 Dowling
Week 10: International industrial relations	**Assessment task 2**: Group presentations: Groups A, B Groups A & B to submit **Assessment task 3** group report	Ch 10 Dowling
Week 11: International compensation	**Assessment task 2**: Group presentations: Groups C, D Groups C & D to submit **Assessment task 3** group report	Ch 7 Dowling
Week 12: IHRM trends, complexities, challenges and choices in the future	**Assessment task 2**: Group presentations: Groups E,F Groups E & F to submit **Assessment task 3** group report	Ch 12 Dowling
Week 13: Review of course	**Assessment task 2**:Group presentations: Groups G, H Groups G & H to submit **Assessment task 3** group report	Review of course

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 Task 4
Title/Name	Essay	Group presentations	Group report	Final Examination
Description *(including length or similar as applicable)*	This is an individual written assessment with a maximum length of 2,000 words. Essay topics will be made available on iLearn and in class in Week 2	Groups will present a country specific analysis including a comparison with Australia. Presentation and report will require extensive research. Further details will be provided in Week 2 on iLearn and in class	Report to accompany Group presentation (2,500 words). Report details will be provided in Week 2 on iLearn and in class.	A 2 hour final exam will be held in the formal examination period. The exam will consist of five short essay (one page approximately) responses from a selection of eight questions on all the course material
Due date	During the tutorial time in week 8	Weeks 10, 11, 12 or 13 depending on assigned presentation day	Weeks 10, 11, 12 or 13 depending on assigned presentation day	Formal examination period
% Weighting	40%	10%	20%	30%
Grading method - marking criteria/ standards - expectations in relation to presentation - referencing requirements	For more detailed guidelines about the essay assessment, see the document 'Essay Requirements and Marking Criteria' on iLearn	Marking sheet criteria Will be provided to students. Students to check blackboard for in-depth details and guidance on this assessment. See a document called 'Assessment criteria' on iLearn for more details	Marking sheet criteria Will be provided to students. Refer to a document called 'Assessment criteria' on iLearn for more details	30%
Submission method	Hardcopy in class in week 7	Presentation in week 10, 11, 12 and 13 depending	Hardcopy in class in week 10, 11, 12 and 13	

	Assessment Task 1	**Assessment Task 2**	**Assessment Task 3**	**Assessment Task 4**
		on assigned presentation day	depending on assigned presentation day	
Feedback *(type, method, date)*	Week 9 after mid-term break	Verbal feedback immediately. Grade in week 13	Week 13	Students required to check iLearn after formal examination period
Estimated student workload (hours)	25 hours	20 hours	25 hours	27 hours
Learning outcomes assessed (*max 6*)				
1. Determine the key terms & definitions in IHRM	10			
2. Assess difference between domestic &IHRM	5		10	
3. Critically evaluate the requirements for international recruitment and selection	5			
4. Prioritise the issues performance management.			20	
Graduate capabilities assessed (*max 4*)				
1. Critical analysis skills			10	10
2. Problem solving and research capability		5	10	
3. Effective communication		10	5	

Examinations

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.

A two hour final examination for this unit will be held during the University Examination period.

The University Examination period in First Half Year 2012 is from Tuesday, 12 June 2012 to Friday, 29 June 2012.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations.
http:// exams.mq.edu.au/

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. The University's policy on special consideration process is available at
http://www.mq.edu.au/policy/docs/special_consideration/policy.html

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. (Individual Faculties may wish to signal when the Faculties' Supplementary Exams are normally scheduled.)

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/policy.htm

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.businessandeconomics.mq.edu.au/new_and_current_students/undergraduate_current_students/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/policy.html

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Support Services. Details of these and other services for students 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 authorised coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when using 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 units 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.