Draft Course Outline

MGMT3025
International Human Resource Management
Semester 1 2014

This course provides an understanding of the role of human resource management (HRM) in international contexts. The course is divided into three areas of study: the context of international HRM, strategic and functional HRM in international contexts, and comparative international contexts. Specific topics include globalisation, work and labour regulation; strategic HRM issues in international contexts; issues related to host, home and third country nationals; recruitment, selection, training, development and compensation in international contexts, expatriation and repatriation. Studies of the HR context of selected countries are also included.
### Mode of Delivery
On campus

### Prerequisites
Students are expected to have one of completed the following courses prior to enrolment in MGMT3025 International Human Resource Management:

- BUSI2025/BUSN2025/BUSN2026 International Business or

### Incompatible Courses
Incompatible with BUSN3025

### Course Convenor/Lecturer:
Mr Ronald Holmes

**Phone:** 6125 7307  
**Email:** ronald.holmes@anu.edu.au  
**Office hours for student consultation:** Thursday 1100-1200; 1300-1400, Room 1097 LF Crisp Building  
**Student administrator/s**  
RSM Student Office (Monday to Friday 9am to 5pm)  
**Phone:** 6125 6737 or 6125 9839  
**Email:** Enquiries.rsm@anu.edu.au

### COURSE OVERVIEW

**Learning Outcomes**

Upon successful completion of the requirements for this course, students will be able to:

- Understand issues, opportunities and challenges pertaining to international HRM;
- Develop competency in dealing with cross cultural situations;
- Understand the strategic and functional roles of HRM in various international contexts, specially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation;
- Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM; and
- Develop generic and transferable skills-especially in diagnosing international HRM issues critically and analytically, conducting research for the purpose of discussing specific cases relating to international HRM, evaluating alternative

[http://programsandcourses.anu.edu.au](http://programsandcourses.anu.edu.au)
approaches and defending the recommendations with evidence, and developing confidence in conducting training workshops.

**Proposed Assessment (Summary):**

Assessment for this course will be confirmed after consultation with students at the first lecture of the semester. If there are any changes to the assessment, those changes will be publicised on Wattle.

Details about assessment may change during the first two weeks of semester. Please ensure that you check with your lecturer or tutor about any changes. Changes to the assessment schedule will be posted to the Wattle site.

Please note that you must achieve a **passing grade for the sum of the individual components** of the assessment to be eligible to pass the course.

<table>
<thead>
<tr>
<th>Assessment item</th>
<th>Description of assignment</th>
<th>Specific requirements</th>
<th>Due Date</th>
<th>Weighting (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment 1</td>
<td>Tutorial Participation</td>
<td>Students are expected to contribute to tutorial discussions</td>
<td>On-going</td>
<td>10%</td>
</tr>
<tr>
<td>Assessment 2</td>
<td>Quiz</td>
<td>Students will take a short quiz on the second half of the 7th class session</td>
<td>7th class session</td>
<td>15%</td>
</tr>
<tr>
<td>Assessment 3</td>
<td>Group Presentation</td>
<td>Students will work in small groups to present theory and cases from the literature.</td>
<td>As assigned in tutorials</td>
<td>15%</td>
</tr>
<tr>
<td>Assessment 4</td>
<td>Research Essay</td>
<td>Students will provide a 2,500 word research essay.</td>
<td>Wednesday, April 23, 2014</td>
<td>35%</td>
</tr>
<tr>
<td>Assessment 5</td>
<td>Long Examination</td>
<td>Students will take a long examination on the last session.</td>
<td>Last course session</td>
<td>25%</td>
</tr>
</tbody>
</table>

**Learning Outcomes-Assessment**

How well have you achieved the learning outcomes for this course? Your lecturer makes this judgement based on your assignments and examination papers. This table illustrates how each assessment item provides evidence about your achievements against each learning outcome.
Course Learning Outcomes

Upon successful completion of the requirements for this course, students will be able to:

1. Assess.
2. Assess.
3. Assess
4. Assess
5. Assess

Understand issues, opportunities and challenges pertaining to international HRM

Develop competency in dealing with cross cultural situations

Understand the strategic and functional roles of HRM in various international contexts

Understand external forces that have the potential to shape international HRM

Develop generic and transferable skills—especially in diagnosing international HRM issues, conducting research, evaluating alternative approaches, defending recommendations, and conducting training workshops.

Research-Led Teaching

Class discussions will revolve around theories, models, frameworks, approaches and concepts that are defined and further refined based on empirical research. In examining these, the students are required to engage in analytic and critical thinking, the former involving the segregation of concepts in theories or models and determining the relationship between these parts or concepts, while the latter involves a careful assessment of the veracity of any assertion relative the evidences presented or reflective thinking.

Communication

Email

If necessary, the lecturer and tutors for this course will contact students on their official ANU student email address. Students are encouraged to check their ANU email regularly. Students should also use their official ANU student email address to contact the lecturer and tutors. Information about your enrolment and fees from the Registrar and Student Services' office will also be sent to this email address.

Announcements
Students are expected to check the Wattle site for announcements about this course, e.g. changes to timetables or notifications of cancellations. Notifications of emergency cancellations of lectures or tutorials will be posted on the door of the relevant room.

**Feedback**

**Staff Feedback**

This is a discussion and inquiry oriented course and students will receive feedback as part of the classroom dialogue. In addition, feedback will be provided on assessment as follows:

1. General feedback on the group tasks will be provided in tutorials.
2. Written feedback will be provided on complete drafts of the Research Essay subject to those drafts being submitted by a specified deadline for feedback (see details under Assessment Task 3 later in this document). This feedback will be concise and will cover two or three major opportunities for improvement. Feedback will not be provided on outlines or incomplete drafts.
3. Feedback on the final exams will be provided in tabular and graphical formats.

**Student Feedback**

ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the formal ways students have to provide feedback is through the Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognize excellent teaching and opportunities for improvement.

The lecturer and tutors shall also solicit feedback as the course progresses. This feedback is important to finetune learning strategies and secure the learning outcomes.

For more information on student surveys at ANU and reports on the feedback provided on ANU courses, go to:

http://unistats.anu.edu.au/surveys/selt/students/ and
http://unistats.anu.edu.au/surveys/selt/results/learning/

**Policies**

ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and implement them. You can find the University’s education policies and an explanatory glossary at: http://policies.anu.edu.au/

Students are expected to have read the Code of Practice for Student Academic Integrity before the commencement of their course.

Key policies include:
### Course Schedule

<table>
<thead>
<tr>
<th>Week No.</th>
<th>Week beginning</th>
<th>Theme / Topic / Module</th>
<th>Required student preparation</th>
<th>Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>20th February</td>
<td><strong>Introduction to International HRM</strong>&lt;br&gt;Studying International HRM (IHRM): Why it is important &amp; course particulars&lt;br&gt;Key concepts in IHRM&lt;br&gt;Applying a strategic view of IHRM</td>
<td>Chapter 1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>27th February</td>
<td><strong>International HRM Strategy, Practice &amp; Theory</strong>&lt;br&gt;International HRM Strategy &amp; Practice&lt;br&gt;Theoretical frameworks</td>
<td>Readings on Wattle</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>6th March</td>
<td><strong>Comparative International HRM</strong>&lt;br&gt;What is comparative international HRM&lt;br&gt;HRM in different regions</td>
<td>Readings on Wattle</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>13th March</td>
<td><strong>The Cultural Context of IHRM</strong>&lt;br&gt;Review of the definition of culture and cross cultural management studies&lt;br&gt;Inter and intracultural changes and IHRM</td>
<td>Chapter 2</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>20th March</td>
<td><strong>The strategic context of IHRM</strong>&lt;br&gt;Globalisation &amp; the design and structure of the multinational enterprise&lt;br&gt;Cross-border alliances &amp; SMEs</td>
<td>Chapters 3 and 4</td>
<td></td>
</tr>
<tr>
<td>Week No.</td>
<td>Week beginning</td>
<td>Theme / Topic / Module</td>
<td>Required student preparation</td>
<td>Deadlines</td>
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<tr>
<td>6</td>
<td>27th March</td>
<td><strong>International recruitment &amp; selection</strong>&lt;br&gt;Approaches to human resource selection/staffing&lt;br&gt;Expatriates and non-expatriates</td>
<td>Chapter 5</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>4th April</td>
<td><strong>Key concepts review</strong>&lt;br&gt;Short quiz (closed book)</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td><strong>MID-SEMESTER (7th April – 18th April)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>24th April</td>
<td><strong>International training and development</strong>&lt;br&gt;Expatriate training pre-departure&lt;br&gt;Training &amp; development through international assignments</td>
<td>Chapter 7</td>
<td>Research essay due Wednesday, April 23, 2014</td>
</tr>
<tr>
<td>9</td>
<td>1st May</td>
<td><strong>International compensation</strong>&lt;br&gt;Key components of compensation program</td>
<td>Chapter 8</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>8th May</td>
<td><strong>International performance management</strong>&lt;br&gt;The nature of international performance management&lt;br&gt;Challenges in performance measurement</td>
<td>Chapter 6</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>15th May</td>
<td><strong>International industrial relations &amp; global institutional context</strong>&lt;br&gt;Key issues in international industrial relations&lt;br&gt;Code of conduct of HRM practices</td>
<td>Chapter 9</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>22nd May</td>
<td><strong>Developments &amp; trends in IHRM:</strong>&lt;br&gt;Emerging issues &amp; IHRM</td>
<td>Chapter 10 &amp; readings on Wattle</td>
<td></td>
</tr>
</tbody>
</table>
## Theme / Topic / Module

- Week 13: Long Examination

## Required student preparation

- Week 13: Developments - Issues in Australia and Asia-Pacific

## Deadlines

- Week 13: 29th May

## ASSESSMENT REQUIREMENTS

### Assessment Details

#### Assessment 1: Tutorial Participation

<table>
<thead>
<tr>
<th>Due Date</th>
<th>On-going throughout the semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value or Weighting (%)</td>
<td>10%</td>
</tr>
<tr>
<td>Instructions</td>
<td>The tutorial is intended as a forum for the exchange of ideas, argument and opinion on the themes and issues canvassed by the course. Each student is expected to make an informed and considered contribution to tutorial discussion and debate. Effective verbal communication skills are basic tools of trade for professional employment and the tutorial experience offers you an ideal opportunity to refine these skills in a supportive peer group context. A separate Tutorial Schedule outlining activities and presentation topics is available on Wattle.</td>
</tr>
<tr>
<td>Purpose</td>
<td>To evaluate the issues and challenges pertaining to International HRM</td>
</tr>
<tr>
<td>Marking Criteria</td>
<td>Marks will be based upon students’ contribution to the issues and themes raised during the tutorial throughout the semester. Marks are awarded at the Tutor’s discretion.</td>
</tr>
</tbody>
</table>

#### Assessment 2: Short Quiz

<table>
<thead>
<tr>
<th>Due Date</th>
<th>7th Class Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value or Weighting (%)</td>
<td>15%</td>
</tr>
<tr>
<td>Instructions</td>
<td>Closed book quiz to test students’ knowledge of the material/concepts covered in the first half of the semester.</td>
</tr>
<tr>
<td>Purpose</td>
<td>Assess the student’s understanding of the assigned text/reading materials</td>
</tr>
<tr>
<td>Marking Criteria</td>
<td>To be discussed in class and posted in Wattle</td>
</tr>
</tbody>
</table>
### Assessment 3: Group Presentation

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Allocated in Tutorial 1 and delivered as scheduled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value or Weighting (%)</td>
<td>15%</td>
</tr>
</tbody>
</table>

**Instructions**

In Tutorial 1 you will be allocated into groups to deliver a 15 minute presentation in a tutorial commencing in Week 3. The theme of the presentation will be based on the topic covered in the tutorial from the previous week’s lecture.

Students are required to review the International HRM literature and select a scholarly journal article related to the topic. The article should not have been previously provided by the lecturer or other students. Each group is required to give a 15 minute presentation which summarises and evaluates the key ideas from the article. Where relevant, this should include identification of new theoretical approaches, good practice principles, and practical implications of the journal article. **Please check with your tutor whether your chosen journal article is suitable before your presentation.**

Each group must provide a one-page summary of the key points from their presentation (not simply a handout of the Powerpoint slides) for distribution to each member of the tutorial.

**Purpose**

To demonstrate your ability to present and effectively convey research results and critical analysis of theory and empirical evidence. A key purpose is to demonstrate your ability to engage and involve an audience.

**Marking Criteria**

Marking criteria will be posted on Wattle.

### Assessment 4: Research Essay

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Wednesday, 23rd April 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value or Weighting (%)</td>
<td>30%</td>
</tr>
<tr>
<td>Suggested Length</td>
<td>2,500 words ±10%</td>
</tr>
</tbody>
</table>

**Instructions**

Students are required to provide a 2,500 word research essay. Further information will be provided on Wattle. Students will choose one of the following questions for the essay.

**Option 1:**

To what extent does the cultural context influence human resource management in a country of your choice?
Option 2:
How do international institutions shape human resource management in individual countries? Do some institutions have a more significant effect than others?

Option 3:
What key innovation has taken place in International Human Resource Management in the Asia Pacific region? What factors brought forth such innovation and what have been the outcomes?

Purpose
To undertake research, and identify and evaluate relevant themes from the academic literature on International HRM.

Marking Criteria
Marking criteria will be posted on Wattle.

Submission / Presentation Details
For the complete draft of the essay, the deadline for submission is 27 March 2014. The draft should be posted on Wattle. Feedback on the draft will be given within 2 weeks after submission.

The final copy of the research essay should be submitted on or before the 23rd of April 2014, by 4 pm. The essay should be submitted using the course Wattle site. You must keep a copy of the essay for your records.

Assessment 5: Long Examinations

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Last course session</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value or Weighting (%)</td>
<td>25%</td>
</tr>
<tr>
<td>Instructions</td>
<td>Students will write a 2-hour closed book exam.</td>
</tr>
<tr>
<td>Purpose</td>
<td>To demonstrate your understanding of International HRM theories and principles from material covered within the course.</td>
</tr>
</tbody>
</table>

Examinations
There will be two examinations in this course—a short quiz and the long examination. Both examinations will be closed book. The long examination will include questions with a short answer format, details of which will be provided in the preceding lectures.
Assignment submission

There is only one assignment to be submitted for the course—the research essay. This assignment must be submitted using the Course Wattle site and must include the cover sheet provided on Wattle. All students are required to keep a copy of assignments. All assignments submitted through Wattle are date and time logged. In the event that the assignment could not be posted on Wattle, students can email the assignment to the lecturer at ronald.holmes@anu.edu.au

Identify your Assignment with your Student Number only

When submitting your assignment please ensure that it contains your student number in the file name and on the first page. Please do not put your name anywhere in your assignment.

Use of Assignments as exemplars and grade moderation

An important resource for enhancing educational quality is a stock of student work which can be de-identified and used as exemplars for future students in ANU courses, and for grade moderation exercises for teaching staff. If you do not wish your assignment to be used for such purposes please include a note to that effect on the front page of the assignment.

Late submission of Assignments

If an assignment is submitted after the due date it will not be marked unless an application for Special Consideration is approved. An application for Special Consideration must:

- where relevant include a medical report completed by a medical practitioner (an ordinary "medical certificate" is not sufficient);
- include a copy of as much of the assignment as has been completed by the due time and date; and
- be submitted as soon as practicable, preferably before or on the due date.

In general, a successful application for Special Consideration will result in the marking of the work completed at the due date with some upward adjustment of the mark, rather than an extension of time. However, in extenuating circumstances, supported by appropriate documentation, an extension may be granted.

Note that decisions about Special Consideration are not made by the teaching staff for this course.
Returning assignments

Assignments, once marked, will usually be returned to the students via email.

Resubmission of assignments

For the research essay, students are encouraged to submit a draft on or before the designated date. Aside from this opportunity, submitted assignments may not be revised and resubmitted.

Referencing requirements

Assignments are to be word-processed. The use of strict, professional expression is expected.

The Harvard referencing style is to be used. Links to documentation on proper referencing methods are available on the course website or from the ANU https://academicskills.anu.edu.au/resources/handouts/referencing-style-guides and, specifically, this online tool: http://www.lib.unimelb.edu.au/recite/citations/harvard/generalNotes.html?style=2

Examination material or equipment

See comments under “Examinations,” above, for details of materials that can be brought into the exam.

Tutorial and /or Seminar signup

Tutorial registration for this course will be done via the Wattle course site during the first week of Semester. More information will be provided during the first lecture/seminar.

Workload

Students taking this course are expected to commit at least 10 hours a week to completing the work. This will include:

- 2 hour lectures per week
- 1 hour a week: tutorial
- up to 7 hours per week private study including reading, research, writing, and assignment preparation.

Attendance Requirements

12 | THE AUSTRALIAN NATIONAL UNIVERSITY
Attendance and active participation are critical to the experiential learning outcomes of this course. A total of 10% of the course grade has been allocated to tutorial participation.

**Prescribed Texts and Reference Materials**

**Prescribed Text**

**Recommended Reading**

**HRM and related journals:**
- Academy of Management Review (USA)
- Asia Pacific Journal of Human Resources (Aust)
- Harvard Business Review (USA)
- Human Relations (USA)
- Human Resource Management (USA)
- Human Resource Management Journal (UK)
- Human Resource Management Review (USA)
- International Journal of Employment Studies (UK)
- International Journal of Human Resource Management (UK)
- Journal of Human Resources (USA)
- Journal of Industrial Relations (Aust)
- Labour & Industry (Aust)
- Management Today (Aust)
- Personnel Management (UK)
- Sloan Management Review (USA)
- Work, Employment and Society (UK)

**HRM-related Websites:**
Support for Students
The University offers a number of support services for students. Information on these is available online from http://students.anu.edu.au/studentlife/