MACQUARIE
UNIVERSITY

FACULTY OF
BUSINESS AND ECONOMICS

HRM 307
Strategic International Human Resource Management

Semester 2, 2011

Department of Marketing and Management

Year and Semester: 2011, Semester 2

Unit convenor: Alison Barnes

Prerequisites: Admission to BBA or BCom-Mktg; BBA 250, HRM 217

Credit points: 3

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 one of the teaching staff in the unit.

ABOUT THIS UNIT

- Welcome to International Human Resource Management! This unit provides an introduction to 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 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 and transnational corporations intricately involved in a global environment.

- A significant basis of competitive advantage comes from having effective systems for managing an organisation's human resources. A number of recent developments, including demographic changes in the labour force, increased global competition, changed industrial relations laws 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.

- The course is divided into three sections. In the first part of the course we critically explore the challenges and opportunities created by a constantly changing environment. The second section explores core HR functions within the context of the global environment and touches on issues unique to international human resource management. The final section of the course provides a summary and integration of the material that will help students prepare for their final examination.

- The subject is worth 3 credit points.

TEACHING STAFF

- Convenor: Dr Alison Barnes
- Email: alison.barnes@mq.edu.au
- Phone: 0432 056 696 (mobile)
- Building E4A (Room 640A)

- Other Staff : Karen O'Connell-Shea (Lecturer / Tutor)
- Email: karen.oconnell-shea@mq.edu.au / kareno@allthingshr.com.au
- Phone: 0432 056 696 (mobile)
- Consultation hours: By Appointment – Friday's 11:00 am to 1:00 pm

- Other Staff : Suzanne Fawcus (Tutor)

CONSULTATION TIMES

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 any consultations by email. You may, however, phone staff during their consultation hours.

In order to gain access to staff located at levels 1, 2 and 3 of building E4A during their consultation hours please ring the staff member from the phones available in the lobby (phone numbers of relevant staff members will be provided on Blackboard and are available next to the phones).

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

CLASSES

- Number and length of classes: 1 x 2 hour lecture and 1 x 1 hour tutorial, (3 hours face-to-face teaching per week unless indicated otherwise in the lecture schedule.)
- The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
- **Warning: You must attend at least 10 of the 12 tutorials. Failure to do this may affect your final mark.**

- Dowling, P., Festing, M. & Engle, S.R. (2008), *International Human Resource Management*, Cengage Learning, Melbourne.

- Rees, C., Edwards, T., (2011), *HRM307 Strategic International Human Resource Management,* Sydney: Pearson Australia.

- These texts is compulsory and can be purchased from the Macquarie University Co-op Bookshop. (If you look around you may be able to purchase a second hand copy).

- Students are encouraged to read a good daily newspaper such as *The Sydney Morning Herald*, *The Australian* or *The Australian Financial Review*.

Reading List

The publications listed below are recommended for further reading on the topics covered in the unit. Students should also consult them for the research and preparation of assignments. This is only designed as a guide for students. Students are encouraged to use the library to find further readings that may be relevant to lectures and tutorials, and to assignments.

Books

- 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., Kramer, R., Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2008), *Human Resource Management in Australia: Strategy, People and Performance,* (2nd ed). McGraw Hill, Sydney.

- Harzing, A.W. and van Ruysseveldt, J. (2005), *International Human Resource Management*, Sage, London.

- Nankervis, A., Comptom, R., and Baird, M. (2008), *Strategic Human Resource Management* , (6th ed), Cengage, Melbourne.

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

- These texts should be available in the Macquarie Library.

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

California Management Review

Employee Relations

Gender, Work and Organisation

Harvard Business Review

Human Resource Management Journal

International Journal of Employment Studies

International Journal of Human Resource Management

International Journal of Manpower

Labour & Industry

New Technology, Work and Employment

Personnel Journal

Personnel Management

Personnel Review

Sloan Management Review

The Journal of Industrial Relations

Some useful websites:

http://www.ahri.com.au   http://www.hreoc.gov.au/

http://www.ilr.cornell.edu/   http://www.actu.org.au

http://www.shrm.org   http://www.fwa.gov.au

http://www.deewr.gov.au   http://www.ihrim.org/

http://www.wrc.org.au   http://www.ilo.org/

TECHNOLOGY USED AND REQUIRED

- Technology used: Black Board and ilecture

- Course material is available on the learning management system (Blackboard).
- The web page for this unit can be found at: http://learn.mq.edu.au
- Students will find resources to assist their study on Blackboard, such as lecture notes and other resources. Please check Blackboard regularly for announcements.

LEARNING OUTCOMES

The learning outcomes of this unit are:

1. To develop an understanding of the key differences between domestic and international HRM;
2. To explore challenges facing international human resource managers;
3. To critical examine contextual factors that influence IHRM practice;
4. Explore the operation of key human resource functions such as performance management, recruitment and selection and training and development in global organisations;
5. Examine the links between industrial relations systems and IHRM
6. The unit also aims to assist the students to develop the capacity to critically analyse IHRM.

GRADUATE CAPABILITIES

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop the capabilities the University's graduates will need to develop to address the challenges, and to be effective, engaged participants in their world.

This unit contributes to this by developing the following graduate capabilities:

1. Discipline specific knowledge and skills*
2. Critical, analytical and integrative thinking
3. Problem solving and research capability
4. Creative and innovative
5. Effective communication
6. Engaged and ethical local and global citizens
7. Socially and environmentally active awareness and responsible
8. Capable of professional and personal judgement and initiative
9. Commitment to continuous learning

*Discipline Specific Knowledge and Skills
1. Understand the relevance of contemporary HR systems and functions to the employment relationship and to organisational effectiveness.
2. Critically evaluate the role and changing nature of government, employers and employees and their representatives in the field of employment and industrial relations policy and practice.

3. An ability to enhance human capital through effective and sustainable recruitment and selection practices.
4. An appreciation of key learning and cognition theories and how they link and inform effective human resources development practices.
5. An ability to critically analyse factors impacting on an organisation's capacity to successfully manage their human resources in a global context
6. Evaluation of key developments in contemporary HRM theory with the intention to inform practice and devise strategic HRM practices that enhance the operations of diverse organisations.
7. Understand different theoretical perspectives and key principles of managing change effectively and critically assess the phenomenon of sustainability in the context of organisational change
8. Recognise the pivotal role of managing diversity, ethics and sustainability in contemporary organisations

TEACHING AND LEARNING STRATEGY

- The unit is taught using a combination of lectures & tutorial.
- Students are expected to attend lectures and tutorials. The lecture sets the context for tutorial work in the following week and will also highlight the key concepts and skills that will form the basis upon which you will be assessed in examinations.
- Students are expected to read and prepare in advance for tutorials. If you have not prepared adequately, you will not benefit from the learning opportunities provided by a small class.
- Tutorials are not intended to provide you with the content presented in the textbook or to rehash the lecture but rather to build on this material to achieve better understanding of concepts developed in this Unit.
- Tutorials should be interactive, dynamic and fun! But it is ultimately up to you as a student to make your tutorials dynamic by coming prepared to contribute. Attendance will be taken in the tutorials.
- Students are expected to arrive on time and not to leave until the class ends.
- Attendance will be taken in the tutorials.
- **Warning: You must attend at least 10 of the 12 tutorials. Failure to do this may affect your final mark.**

	Assessment Task 1	Assessment Task 2	Assessment Task 3
Title/Name	In class examination	Individual essay	Final examination
Description *(including length or similar if applicable)*	This exam will examine material covered in lectures and tutorials during weeks 1-3	See assessment section	Essay style questions. More information will be provided during the examination briefing.
Due date			
% Weighting	15 per cent	40 per cent	45 per cent
Grading method - marking criteria/ standards - expectations in relation to presentation - referencing requirements	See assessment section	See assessment section	See assessment section
Submission method	Held during Week 4 tutorials.	Submit to tutor.	See assessment section
Feedback *(type, method, date)*	Feedback provided by the tutor,	Marked essays will be returned within 3 weeks of submission.	n/a
Estimated student workload (hours)	15 hours	35 hours	45 hours
Learning outcomes assessed			
	To develop an understanding of the key differences between domestic and international HRM.	To critical examine contextual factors that influence IHRM practice.	To explore challenges facing international human resource managers and organisations. Examine the links between industrial relations systems.
2		The unit also aims to assist the students to develop the capacity to critically analyse IHRM.	Explore the operation of key human resource functions such as performance management, recruitment and selection and training and development in global organisations.
3		To explore challenges facing international human resource managers	To explore challenges facing international human resource managers and IHRM.

	Assessment Task 1	**Assessment Task 2**	**Assessment Task 3**
		and IHRM.	
Graduate capabilities assessed			
2	Critical, Analytical and Integrative Thinking.	Critical, Analytical and Integrative Thinking.	Critical, Analytical and Integrative Thinking.
3	Critical, Analytical and Integrative Thinking.	Critical, Analytical and Integrative Thinking.	Critical, Analytical and Integrative Thinking.
4		Problem solving and research capability	
5		Engaged and Ethical Local and Global citizens	
6		Socially and Environmentally Active and Responsible	

- Extension requests: 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

- Late submissions: will have 2% deducted per day late, including weekend days. Late assignments should be submitted to BESS in building E4B to be date stamped and forwarded to your tutor for marking. Note, electronic assignments will NOT be marked.

- Attendance: Attendance will be taken in the tutorials. Warning: You must attend at least 10 of the 12 tutorials

- 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 Second Half Year 2011 is from 14 November.

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://www.timetables.mq.edu.au/exam

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/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 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 utilising 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.

Lecture Program

Week	Week Commencing	Topic
Week 1	01/08/2011	**Introduction to unit and exploring the complexity of IHRM**
Week 2	08/08/2011	**HRM in an international context**
Week 3	15/08/2011	**The host country context**
Week 4	22/08/2011	**International industrial relations** - **Assessment 1 - Exam held in Tutorial**
Week 5	29/08/2011	**IHRM: Contemporary issues and controversies** - **watching a DVD**
Week 6	05/09/2011	**IHRM: Contemporary issues and controversies**
Week 7	12/09/2011	**Cross-border alliances and SMEs**
	19 Sept to 26 Sept	**MID SEMESTER BREAK**
Week 8	03/10/2011	**Human Resource Information Systems (HRIS) and International compensation** - **Assessment 2 - Essay Hand in at Tutorial**
Week 9	10/10/2011	**Staffing international operations for sustained global growth & recruiting and selecting staff for international assignments**
Week 10	17/10/2011	**International training & development**
Week 11	24/10/2011	**Re-entry and career issues**
Week 12	31/10/2011	**IHRM: Performance management**
Week 13	07/11/2011	**Examination briefing and unit review**

Week 1

❖ **Introduction to the unit and exploring the complexity of international human resource management**

This lecture will

- ❖ Provide a broad overview of the unit's aims;
- ❖ Outline the requirements of the unit;
- ❖ Explain the unit's assessment;
- ❖ Discuss what is expected of students;
- ❖ Begin our introduction to the unit by exploring the similarities and differences between domestic and international HRM;
- ❖ Explore what is to be gained by studying IHRM;
- ❖ Begin to explore the growth of IHRM and contextual issues.

No Tutorials in Week 1

- **Tutorials will cover the previous week's lecture material.**

Required Reading:

Dowling et al. (2008), Chapter 1.

Rees, C, Edwards, T., (2010), Chapter 1Introduction

Week 2

❖ **HRM in an international context**

This lecture will
❖ Provide the context IHRM operates in by exploring globalisation, the growth of international business and multinational firms;
❖ Explore the organisational context and the challenges globalisation presents;
❖ Briefly discuss week 4's in-class examination.
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Tutorial activity:

❖ Introduction and administration - This provides an opportunity for students and the tutor to get to know each other and for students to ask any questions they may have.

❖ After reading the unit outline, think of any questions you might have about the unit. This could include questions about assessment, subject matter, or how to access material.

❖ Q1. Are international and domestic human resource management really that different?

❖ Q2. 'Why is a greater degree of involvement in employees' personal lives inevitable in many international activities?'

Required Reading:

Dowling et al. (2008), Chapter 2.

Rees, C, Edwards, T., (2010), Chapter 1 Introduction

Additional Reading:

Connell, J. and Teo, S. (2010), *Strategic HRM Contemporary Issues in the Asia Pacific Region*, Tilde University Press, Prahran. Chapter 4.

Other information:
Tutorials will cover the previous week's lecture material.

Week 3

❖ **The host country context**

This lecture will

❖ Explore how the nature and attributes of the host country affects;
❖ We will discuss the interplay between global standardisation and the localisation of HRM practices.

Tutorial activity:

❖ Q1 What challenges does globalisation pose for HR managers?

The question below relates to this week's lecture. We will discuss it a week early to help you prepare for your in-class examination.

❖ Q2. How do host countries impact on IHRM?

Required Reading:

Dowling et al. (2008), Chapter 9. Sections of this chapter are also useful for future weeks' topics.

Rees, C, Edwards, T., (2010), Chapter 2 - Globalization and multinational companies.

Additional Reading:

Dickmann, M., Brewster,C. and Sparrow, P. (2008), *International Human Resource Management A European Perspective,* Routledge New York. Chapter 2.

Nankervis, A. and Chatterjee, S., and Coffee, J. (2006), *Perspectives of Human Resource Management in the Asia Pacific*, Pearson Education Australia pp. 254-258

Other information:
Tutorials will cover the previous week's lecture material.

Week 4

❖ **International industrial relations**

This lecture will
    ❖ Examine how international industrial relations affects IHRM.

Tutorial activity:

    ❖ ***This week an examination will be held during the tutorial.***

Required Reading:
Dowling et al. (2008), Chapter 10.

Additional Reading:

Bamber, G., Lansbury, R. and Wailes, N. (2004), *International and Comparative Employment Relations*, (4th ed), Allen & Unwin, Crows Nest, Chapter 12.

Other information:
Tutorials will cover the previous week's lecture material.

Week 5

❖ **IHRM: Contemporary issues and controversies**

This lecture will

❖ Explore contemporary issues and challenges facing international human resource managers. We will be exploring IHRM in developing countries to highlight a range of contemporary issues. This week we will begin our discussion of IHRM in developing countries by;
❖ Examining off-shoring and **watching a DVD**;
❖ Offer the opportunity for students to ask questions about the essay (the second piece of assessment for the unit) and for any related discussion.

Tutorial activity:

❖ Q1. Your text book suggests it is important to 'understand the historical origins of national industrial relations systems'. Why is this important? If we accept its importance why do organisations continue to ignore these considerations?

❖ Q2. How valid are trade union concerns about multinationals?

Required Reading:

Rees, C, Edwards, T., (2010) Chapter 6 – Outsourcing and International HRM; and Chapter 5 – Migration and International HRM

Dowling et al. (2008), pp.230-238 and chapter 12. Chapter 12 is also useful for next week's class.

Additional Reading:

Nankervis, A., Compton, R., Baird, M., Coffey, J., (2011), *Human Resource Management Strategy and Practice* (7th ed), Cengage Learning; pp: 560- 561.

Other information:
Tutorials will cover the previous week's lecture material.

Week 6

❖ **IHRM: Contemporary issues and controversies**

This lecture will
❖ Continue our exploration of contemporary issues impacting on IHRM;
❖ Focus on corporate social responsibility and international business ethics.

Tutorial activity:

❖ Q1. What key issues did last week's DVD raise with regard to IHRM?

❖ Q2. What are some of the key similarities and differences confronting managers in India and Australia.

❖ 'What are typical HRM problems in off-shoring organisations?'

❖ Q2. 'How can companies, for example in India and in China, design their human resource management systems to avoid these problems?'

Required Reading:

Dowling et al. (2008), Chapter 12.

Rees, C. and Edwards, T., (2010), Chapter 4 – International corporate social responsibility and HRM Chapter 3 – Cultures Institutions and Management

Additional Reading:

Evans, P., Pucik, V, Bjorkman, I. (2010), *The Global Challenge International Human Resource Management* (2nd ed), McGraw Hill Chapter 14; pp: 604- 607.

Other information:
Tutorials will cover the previous week's lecture material.

Week 7

❖ **Cross –border alliances and SMEs**

This lecture will

❖ Explore Cross-border alliances with a special emphasis on mergers, acquisitions and international joint ventures;

❖ We will also explore SMEs and IHRM.

Tutorial activity:

❖ Q1. Please see Blackboard for further information.

Required Reading:

Dowling et al. (2008), Chapter 3.

Additional Reading:

Boxall, P. and Purcell, J. (2008), *Strategy and Human Resource Management* (2nd ed), Palgrave pp: 269- 278.

Other information:
Tutorials will cover the previous week's lecture material.

Week 8

❖ **Human resource information systems (HRIS) and international compensation**

This lecture will
❖ Critically explore issues associated with compensation in the international context.

Tutorial activity:

❖ Hand in Assessment 2 - Essay at Tutorial

❖ Q1. How might globalisation impact on SMEs?

❖ Q2. Outline the development phases of an IJV and the respective HR implications.

Required Reading:

Dowling et al. (2008), Chapter 7.

Additional Reading:

Nankervis, A., Comptom, R., and Baird, M. (2008), *Strategic Human Resource Management* (6th ed), Cengage, Melbourne. pp. 125-134.

Other information:
Tutorials will cover the previous week's lecture material.

Week 9

❖ **Staffing international operations for sustained global growth and recruiting and selecting staff for international assignments**

This lecture will

❖ Move from contextual factors to a specific focus on IHRM and people management. The aim of this lecture to establish the role of international HRM in sustaining business operations and growth. We will be focusing on staffing issues such as:
  - recruitment and selection in an international context
  - differing approaches to staffing foreign operations
  - women on international assignments

Tutorial activity:

❖ Please see *Blackboard* for further information.

❖ **Please bring your textbook to next week's tutorial.**

Required Reading:

Dowling et al. (2008), Chapter 4 and 5

Additional Reading:

Harzing, A. and van Ruysseveldt, J. (2004), *International Human Resource Management* (2nd ed), SAGE Publications Ltd Cht 14 – Women's Role in International Management.

Other information:
Tutorials will cover the previous week's lecture material.

Week 10

❖ **International training & development**

This lecture will
- ❖ Critically examine the role of training in preparing and supporting personnel on international assignments;
- ❖ Examine the role of training in supporting expatriate adjustment and on-assignment performance;
- ❖ Explore components of effective pre-departure training programs.
- ❖ Look at the developmental aspect of international assignments;
- ❖ Examine training and developing international management teams;
- ❖ Explore trends in international training and development.

Tutorial activity:

- ❖ In this week's tutorial we will be looking at issues raised in case 3 'Quality compliance at the Hawthorn Arms' pp: 315-317 of your text book.

Required Reading:

Dowling et al. (2008), Chapter 6.

Other information:
Tutorials will cover the previous week's lecture material.

Week 11

❖ **Re-entry and career issues**

This lecture will

❖ Explore life and work related issues associated with the post-assignment stage such as:
  - Re-entry and repatriation;
  - Job-related issues;
  - Social factors that affect re-entry and work adjustment.

Tutorial activity:

❖ Please see *Lecture notes for more information*

Required Reading:

Dowling et al. (2008), Chapter 8.

Other information:
Tutorials will cover the previous week's lecture material.

Week 12

❖ **IHRM: Performance management**

This lecture will

❖ Draw together relevant literature on performance management in the international context as it relates to IHRM.

Tutorial activity:

❖ In this week's tutorial we will be looking at issues raised in case 1 'Spanning the globe' pp: 311-314 of your text book**. Please bring your text book to class.**

Required Reading:

Dowling et al. (2008), Chapter 11.

Additional Reading:

Briscoe, D., Schuler, R., and Claus, L. (2009), *International Human Resource Management Policies and Practises for multinational enterprises* (3rd ed), Routledge Cht 8 – International employee performance management

Other information:
Tutorials will cover the previous week's lecture material.

Week 13

❖ **Examination briefing and unit review**

This lecture will

❖ Review the unit and discuss the examination;
❖ *Students are strongly encouraged to attend this lecture.*

Tutorial activity:

❖ Review the course and general discussion of topics covered.

Assessment 1 – In class examination

This exam will be held during week four tutorials (Friday 22 August).
It will examine material covered in lectures, tutorials and the prescribed readings for weeks 1-3. There will not be a supplementary examination – any student who misses this test will need to provide a medical certificate or other documentation. Marks and feedback will be given during tutorials. Tip: please read the required readings for weeks 1, 2 and 3.

Assessment 2 - Essay

Through completion of this assessment, students will learn how to:

- Research a topic in an in-depth manner.
- Provide a critical perspective of the literature on a topic.
- Construct a sustained argument in response to the question.
-

Question:

'Corporate social responsibility (CSR) and sustainable development is gaining increasing prominence in the global business culture, as many businesses attempt to accommodate the CSR agenda.' HR Leader 24 February 2004.

humanresourcesmagazine.com.au

How do International HR managers go about meeting the challenges that CSR present?

The maximum report length is 2000 words, excluding references.
Include the word count at the end of your essay.

Students are advised to consult the Essay Marking Guide in this outline when preparing for this assessment.

The essay is to be handed in during your Week 8 tutorial. Late submissions will have 2% deducted per day late, including weekend days. Late assignments should be submitted to BESS in building E4B to be date stamped and forwarded to your tutor for marking. Note, electronic assignments will NOT be marked.

Assessment 3 –Final examination

A two hour final examination for this unit will be held during the University examination period. Further details will be provided during the examination briefing.

Requirements for written work:

The essay paper should have a clear structure which includes:

- A short <u>introduction</u> that clarifies your interpretation of the question, the position you will take on the question and a summary of the evidence you will use to support your argument.
- The <u>body</u> consisting of a logically developed argument that clearly links back to the question.
- At the end of the essay a short <u>conclusion</u> is needed to reiterate the position you have taken and the evidence you have used to support this position.

The essay/paper must use the Harvard system of referencing, rigorously and precisely, to indicate all sources of information used and at the end must include a reference list setting out in alphabetical order those works referred to in the essay/paper.

Failure to provide appropriate citations will result in severe penalties up to and including assignment of a grade of zero on the essay. Your list of references should include only material cited in the paper.

Guidelines for the essay:
- The major essay should be no more than 2000 words.
- All essays must be submitted as a hard copy.
- Students must keep a copy of their work.
- All essays must cite a diverse range of source material.
- You must distinguish clearly between your own words and opinions and those of your sources. You must do this by providing appropriate citations using the Harvard method.
- All must include a cover sheet with your name, student ID number, the name of your tutor and the time of your tutorial.

Through completion of assessments, students will learn how to:
Research a topic in an in-depth manner.
Provide a critical perspective of the literature on a topic.
Construct a sustained argument **in response to the question**.
Utilise and conform to the principles of academic rigour in the production of an acceptable, formal response to the question.

Pass (P) 50-64%
Competent descriptive discussion, some grasp of the topic, coherent style and composition, essentially a superficial discussion.

Credit (C) 65-74%
Analytical and explanatory discussion, some theoretical insights, good use of sources and examples, focused argument that could be improved.

Distinction (D) 75-84%
Comprehensively analyses the question, understands and compares approaches systematically, critical comments on literature, excellent examples and illuminating insights.

High Distinction (H) 85-100%

An analytical essay that offers originality in synthesis or analysis and utilises a multitude of relevant sources to justify arguments and produce a critical and intelligent piece of work.

HRM307 – Strategic International Human Resource Management essay Marking Guide 2011

Research
- Range and quality of source material utilised, journals, texts, newspapers and working papers and use of library
- Adequate levels of theory
- Evidence of independent research, bibliography or reference list

Structure
- Introduction, an indication of how you will argue
- Logical development of argument
- Consistent style and use of paragraphing
- Justified conclusion

Quality
- Identification of relevant issues
- Clarity of written expression
- Critical analysis
- Synthesis and innovation
- Relevance of argument
- Originality of argument
- **Answers the question**

Presentation
- Appropriate referencing style e.g. Harvard method
- Acceptable layout e.g. double spaced, 12 font
- Punctuation and spelling
- Use of an accurate cover sheet
- Appropriate length of paper

Comments

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Marks

Essay   /