MGMT 5949
International Human Resource Management

Course Outline
Semester 1, 2016

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PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS

Lecturer-in-charge (Sessional): Mr Michael CHERRY
School of Management, Business School Building (level 5)
Phone No: 0416 026 057
Email: j.m.cherry@unsw.edu.au
Consultation Times: Thursday 16:00 – 17:00 (or by appointment)

A full list of tutors will be posted on Course Website.

2 COURSE DETAILS

2.1 Teaching Times and Locations

Lectures start in Week 1 (to Week 13):
The Time and Location are as follows:

<table>
<thead>
<tr>
<th>Lecture</th>
<th>Thursday 13:00 – 14:30, Library 176B (K-F21-176B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tutorial</td>
<td>Thursday 14:30 – 16:00, Library 176B (K-F21-176B)</td>
</tr>
</tbody>
</table>

Other times will be notified on class website.

2.2 Units of Credit

The course is worth 6 units of credit.
There is no parallel teaching in this course.

2.3 Summary of Course

Examines from both applied and theoretical perspectives the effect of national differences on the processes and systems associated with managing human resources across national boundaries, as in the case of multinational corporations.

2.4 Course Aims and Relationship to Other Courses

This course is offered as one of the electives in Human Resource Management major and International Business major.

2.5 Student Learning Outcomes

The Course Learning Outcomes are what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all postgraduate coursework students in the Business School. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree (e.g. ‘be an effective team player’). You demonstrate this
by achieving specific Program Learning Outcomes - what you are able to DO by the end of your degree (e.g. ‘participate collaboratively and responsibly in teams’).

For more information on the Postgraduate Coursework Program Learning Goals and Outcomes, see Part B of the course outline.

### Business Postgraduate Coursework Program Learning Goals and Outcomes

1. **Knowledge:** Our graduates will have current disciplinary or interdisciplinary knowledge applicable in local and global contexts.
   You should be able to identify and apply current knowledge of disciplinary or interdisciplinary theory and professional practice to business in local and global environments.

2. **Critical thinking and problem solving:** Our graduates will have critical thinking and problem solving skills applicable to business and management practice or issues.
   You should be able to identify, research and analyse complex issues and problems in business and/or management, and propose appropriate and well-justified solutions.

3. **Communication:** Our graduates will be effective communicators in professional contexts.
   You should be able to:
   - a. Produce written documents that communicate complex disciplinary ideas and information effectively for the intended audience and purpose, and
   - b. Produce oral presentations that communicate complex disciplinary ideas and information effectively for the intended audience and purpose.

4. **Teamwork:** Our graduates will be effective team participants.
   You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team’s processes and ability to achieve outcomes.

5. **Ethical, social and environmental responsibility:** Our graduates will have a sound awareness of ethical, social, cultural and environmental implications of business issues and practice.
   You should be able to:
   - a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
   - b. Consider social and cultural implications of business and/or management practice.

The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be developed in tutorials and other activities):

<table>
<thead>
<tr>
<th>Program Learning Goals and Outcomes</th>
<th>Course Learning Outcomes</th>
<th>Course Assessment Item</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>This course helps you to achieve the following learning goals for Business School postgraduate students:</strong></td>
<td><strong>On successful completion of the course, you should be able to:</strong></td>
<td><strong>This learning outcome will be assessed in the following items:</strong></td>
</tr>
</tbody>
</table>
| 1 Knowledge                         | Explain how cross-national differences of culture and institutions affect human resource management of multinational firms | - Class participation  
| 2 Critical thinking and problem    | Use the theories of international HRM to interpret and analyse real problems in         | - Class participation  
|                                    |                                                                                       | - Case analysis reports  
|                                    |                                                                                       | - Final term paper       |
### 3 ASSESSMENT

#### 3.1 Formal Requirements

In order to pass this course, you must:
- achieve a composite mark of at least 50; and
- attend more than 80% of classes; and
- make a satisfactory attempt at all assessment tasks (see below).

#### 3.2 Assessment Details

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Weight</th>
<th>Length</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>15%</td>
<td>N/A</td>
<td>Weeks 1 - 11</td>
</tr>
<tr>
<td>Individual Analysis Report</td>
<td>30%</td>
<td>1,500 word limit</td>
<td>Week 9, 6 May 2016</td>
</tr>
<tr>
<td>Group Case Presentation/Report</td>
<td>35%</td>
<td>25 minutes/1,000 words</td>
<td>Weeks 5 - 12</td>
</tr>
<tr>
<td>Final Term Paper</td>
<td>20%</td>
<td>1.5 hours</td>
<td>Last Lecture, 2 June</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Class Participation (15%)**

Attendance is a minimum requirement for obtaining the PASS mark on the subject. Students are expected to attend all classes (lectures and tutorials). Based on university policies, missing more than 20% of lectures or 20% of tutorials may cause the course failure. Lack of professionalism indicated by late coming, early leaving, and disrespecting others will be considered as absence.

In addition to attending all classes, students are expected to actively participate in class discussions. Throughout the semester, students are expected to read all cases before they
come to tutorials. It will help students to be prepared for the class discussions. Examples of participation grades are as follows:

5 = occasionally participated in class discussion
10 = frequently participated in and made somewhat meaningful contributions to the class discussion.
15 = frequently participated in and made significantly meaningful contributions to class discussion.

Students who find it difficult to participate in class discussion (due to language problem for instance) are strongly encouraged to discuss the situations with the instructor.

* Digital Etiquette Policy: Laptop/mobile devices are only allowed for class related learning activities (such as note taking). Off-task use of digital devices (such as SNS, games) is prohibited. Repeated violations of Digital Etiquette Policy will affect the class-participation mark.

Case Analysis Report (30%)

This individual mid-semester writing assignment is intended to enhance students’ critical thinking skills by providing opportunities to evaluate and find strategic solutions to IHRM issues in real organizations.

Writing Assignment (maximum mark: 30): 23:59, 6 May 2016. Submit to Moodle.

Group Case Analysis Project (Presentation 20% + Report 15% = 35%)

During the semester, students are required to participate in one group project. The purpose of this assignment is to develop students 1) understanding of real world issues with regard to people management in global contexts 2) collaboration skills in a small group setting, and 3) business presentation skills. The performance of the group project will be evaluated by a) class presentation at a tutorial session (20 marks) and b) written case analysis report (15 marks).

By Week 3, all students will be assigned to a small group and a week for case presentation. Class presentation will be held in tutorial sessions. A presentation outline (and/or PPT slides) must be emailed to the instructor at least the day before the class presentation. The 15 minutes (25 minutes max) presentation should include 1) the summary of the case, 2) solutions/answers to the given case questions, and 3) points to further discussion. Peer evaluations will be made in tutorial sessions based on 1) the quality of content and 2) the effectiveness of delivery. Details of evaluation method will be discussed in lectures/tutorials.

Group case analysis reports (1,000 word limit) should be submitted within two weeks after the presentation.

Final Term Paper (25%)

This is to provide an opportunity for students to review what they’ve learned throughout the semester and apply it to real world problems. The details of the exam paper will be discussed in lectures.
Quality Assurance
The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

In order to pass this course, you must:

- achieve a composite mark of at least 50; and
- make a satisfactory attempt at all assessment tasks
- attend 80% of classes.

4 COURSE RESOURCES

The website for this course is on Moodle at: http://moodle.telt.unsw.edu.au

The textbook for this course is:

5 COURSE EVALUATION AND DEVELOPMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's Course and Teaching Evaluation and Improvement (CATEI) Process is one of the ways in which student evaluative feedback is gathered. In this course, we will seek your feedback not only through CATEI evaluations but also over constant communications in and outside the classroom. Feedback from previous students indicated some of the course materials were too rich to be fully covered in a limited time. In response to this feedback, the course materials have been overhauled, a new textbook introduced and most cases updated.
## 6 COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week/Date</th>
<th>Lecture Topic</th>
<th>Tutorial Topic</th>
<th>References</th>
<th>Other Activities/Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1 Thurs, 3 March</td>
<td>Introduction to the course</td>
<td>NO TUTORIALS</td>
<td>Textbook Ch1</td>
<td>Introductions</td>
</tr>
<tr>
<td>Week 2 Thurs, 10 March</td>
<td>Cross-National Differences in HRM</td>
<td>Ch1 Discussion Questions</td>
<td>Textbook Ch2</td>
<td>Groups formed</td>
</tr>
<tr>
<td>Week 3 Thurs, 17 March</td>
<td>Organizational Context and IHRM</td>
<td>Ch2 Discussion Questions</td>
<td>Textbook Ch3</td>
<td>N/A</td>
</tr>
<tr>
<td>Week 4 Thurs, 24 March</td>
<td>Cross-Border Alliances/SMEs and IHRM</td>
<td>Ch3 Discussion Questions</td>
<td>Textbook Ch4</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Mid-Semester Break: Friday 25 March – Saturday 2 April inclusive

| Week 5 Thurs, 7 April | Sourcing HR for Global Markets                | Spanning The Globe (textbook p. 284) | Textbook Ch5 | Presentation 1 |
| Week 6 Thurs, 14 April | International Performance Management         | Hawthorn Arms (textbook p. 287)     | Textbook Ch6 | Presentation 2 |
| Week 7 Thurs, 21 April | International Training, Development and Careers | Strategic Forecasts and Staffing (textbook p. 298) | Textbook Ch7 | Presentation 3 |
| Week 8 Thurs, 28 April | International Compensation                   | Local and International (textbook p. 305) | Textbook Ch8 | Presentation 4 |
| Week 9 Thurs, 5 May   | Transfer of HR Across Nations                | Just Another Move to China? (textbook p. 328) | Textbook Ch3 | Presentation 5 |
| Week 10 Thurs, 12 May | International Industrial Relations           | Balancing Values (textbook p. 319)   | Textbook Ch9 | Presentation 6 |
| Week 11 Thurs, 19 May | Ethics in IHRM                                | Wolfgang’s Balancing Act (textbook p. 289) | Textbook Ch10 | Presentation 7 |
| Week 12 Thurs, 26 May | Course Summary                                 | Selected Discussion Questions       | N/A            | Course Q&A                 |
| Week 13 Thurs, 2 June | FINAL EXAM – IN CLASS                         | N/A                                  | N/A            | N/A                         |
PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT

7 PROGRAM LEARNING GOALS AND OUTCOMES

The Business School Program Learning Goals reflect what we want all students to BE or HAVE by the time they successfully complete their degree, regardless of their individual majors or specialisations. For example, we want all our graduates to HAVE a high level of business knowledge, and a sound awareness of ethical, social, cultural and environmental implications of business. As well, we want all our graduates to BE effective problem-solvers, communicators and team participants. These are our overall learning goals for you and are sought after by employers.

You can demonstrate your achievement of these goals by the specific outcomes you achieve by the end of your degree (e.g. be able to analyse and research business problems and propose well-justified solutions). Each course contributes to your development of two or more program learning goals/outcomes by providing opportunities for you to practise these skills and to be assessed and receive feedback. Program Learning Goals for undergraduate and postgraduate students cover the same key areas (application of business knowledge, critical thinking, communication and teamwork, ethical, social and environmental responsibility), which are key goals for all Business students and essential for success in a globalised world. However, the specific outcomes reflect different expectations for these levels of study.

We strongly advise you to choose a range of courses which assist your development of these skills, e.g., courses assessing written and oral communication skills, and to keep a record of your achievements against the Program Learning Goals as part of your portfolio.

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a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
b. Consider social and cultural implications of business and/or management practice.

8 ACADEMIC HONESTY AND PLAGIARISM

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see: https://student.unsw.edu.au/plagiarism as well as the guidelines in the online ELISE tutorials for all new UNSW students: http://subjectguides.library.unsw.edu.au/elise

To see if you understand plagiarism, do this short quiz: https://student.unsw.edu.au/plagiarism-quiz

For information on how to acknowledge your sources and reference correctly, see: https://student.unsw.edu.au/harvard-referencing

For the Business School Harvard Referencing Guide, see the Business Referencing and Plagiarism webpage (Business >Students>Learning support> Resources>Referencing and plagiarism).

9 STUDENT RESPONSIBILITIES AND CONDUCT

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.

Information and policies on these topics can be found in UNSW Current Students ‘Managing your Program’ webpages: https://student.unsw.edu.au/program.

9.1 Workload

It is expected that you will spend at least nine to ten hours per week studying this course. This time should be made up of reading, research, working on exercises and problems, online activities and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater. Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

We strongly encourage you to connect with your Moodle course websites in the first week of semester. Local and international research indicates that students who engage early and often with their course website are more likely to pass their course.

Information on expected workload: https://student.unsw.edu.au/uoc

9.2 Attendance

Your regular and punctual attendance at lectures and seminars, as well as in online activities, is expected in this course. University regulations indicate that if students attend
less than 80% of scheduled classes they may be refused final assessment. For more information, see: https://student.unsw.edu.au/attendance

9.3 General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: https://student.unsw.edu.au/conduct

9.4 Health and Safety

UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see http://safety.unsw.edu.au/.

9.5 Keeping Informed

You should take note of all announcements made in lectures, tutorials or on the course website. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details.

10 SPECIAL CONSIDERATION

You must submit all assignments and attend all examinations scheduled for your course. You should seek assistance early if you suffer illness or misadventure which affects your course progress.

General information on special consideration for postgraduate courses:

1. All applications for special consideration must be lodged online through myUNSW within 3 working days of the assessment (Log into myUNSW and go to My Student Profile tab > My Student Services > Online Services > Special Consideration). You will then need to submit the originals or certified copies of your completed Professional Authority form (pdf - download here) and other supporting documentation to Student Central. For more information, please study carefully in advance the instructions and conditions at: https://student.unsw.edu.au/special-consideration

2. Please note that documentation may be checked for authenticity and the submission of false documentation will be treated as academic misconduct. The School may ask to see the original or certified copy.

3. Applications will not be accepted by teaching staff. The lecturer-in-charge will be automatically notified when you lodge an online application for special consideration.

4. Decisions and recommendations are only made by lecturers-in-charge (or by the Faculty Panel in the case of UG final exam special considerations), not by tutors.
5. Applying for special consideration **does not** automatically mean that you will be granted a supplementary exam or other concession.
6. Special consideration requests **do not allow** lecturers-in-charge to award students additional marks.

The Business School’s Special Consideration and Supplementary Examination Policy and Procedures for Final Exams for Undergraduate Courses is available at: www.business.unsw.edu.au/Students-Site/Documents/supplementary_exam_procedures.pdf.

**11 STUDENT RESOURCES AND SUPPORT**

The University and the Business School provide a wide range of support services for students, including:

- **Business School Education Development Unit (EDU)**
  [https://www.business.unsw.edu.au/students/resources/learning-support](https://www.business.unsw.edu.au/students/resources/learning-support)
  The EDU provides academic writing, study skills and maths support specifically for Business students. Services include workshops, online resources, and individual consultations. EDU Office: Level 1, Room 1033, Quadrangle Building. Phone: 9385 5584; Email: edu@unsw.edu.au.

- **Business Student Centre**
  [https://www.business.unsw.edu.au/students/resources/student-centre](https://www.business.unsw.edu.au/students/resources/student-centre)
  Provides advice and direction on all aspects of admission, enrolment and graduation. Office: Level 1, Room 1028 in the Quadrangle Building; Phone: 9385 3189.

- **Moodle eLearning Support**
  For online help using Moodle, go to: [https://student.unsw.edu.au/moodle-support](https://student.unsw.edu.au/moodle-support). For technical support, email: itservicecentre@unsw.edu.au; Phone: 9385 1333.

- **UNSW Learning Centre**
  [www.lc.unsw.edu.au](http://www.lc.unsw.edu.au)
  Provides academic skills support services, including workshops and resources, for all UNSW students. See website for details.

- **Library training and search support services**
  [http://info.library.unsw.edu.au/web/services/services.html](http://info.library.unsw.edu.au/web/services/services.html)

- **IT Service Centre**

- **UNSW Counselling and Psychological Services**
  Provides support and services if you need help with your personal life, getting your academic life back on track or just want to know how to stay safe, including free, confidential counselling. Office: Level 2, East Wing, Quadrangle Building; Phone: 9385 5418; Email: counselling@unsw.edu.au

- **Student Equity & Disabilities Unit**
  [http://www.studentequity.unsw.edu.au](http://www.studentequity.unsw.edu.au)
  Provides advice regarding equity and diversity issues, and support for students who have a disability or disadvantage that interferes with their learning. Office: Ground Floor, John Goodsell Building; Phone: 9385 4734; Email: seadu@unsw.edu.au