



HRMT20025 *International Human Resource Management*

Term 3 - 2019

Profile information current as at 14/12/2025 12:32 pm

All details in this unit profile for HRMT20025 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

General Information

Overview

In this unit you will study the HR functions, operations, policies and practices that are applicable to the transference of employees for work purposes from one country to another. The unit is designed to raise, study and analyse the issues that will challenge a HR practitioner who is tasked with employing and deploying employees (particularly managerial employees) in different organisational settings in different countries. HRMT20025 International Human Resource Management is an advanced unit that builds upon and applies the knowledge that students have obtained in HRMT20024 Managing Human Resources to managers and employees working in international organisations in a number of countries. The complexities of working in global organisations require more advanced skill levels from human resource (HR) managers.

Details

Career Level: *Postgraduate*

Unit Level: *Level 9*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

Pre-requisites or Co-requisites

Co-requisite: HRMT20024 Managing Human Resources

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

Offerings For Term 3 - 2019

- Brisbane
- Melbourne
- Online
- Sydney

Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

Class and Assessment Overview

Recommended Student Time Commitment

Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

Class Timetable

[Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

[Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

Assessment Overview

1. **Written Assessment**

Weighting: 20%

2. **Written Assessment**

Weighting: 40%

3. **Examination**

Weighting: 40%

Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

CQUniversity Policies

All University policies are available on the [CQUniversity Policy site](#).

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

Previous Student Feedback

Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

Feedback from Unit Evaluations

Feedback

The relationship of the topics that are covered in the lectures to the assessment requires clarification.

Recommendation

The relationship of the topics that are covered in the lectures to the assessment will be clarified.

Feedback from Unit Evaluations

Feedback

The involvement of guest lecturers added to the learning experience of students.

Recommendation

The use of guest lecturers where practicable will be encouraged.

Unit Learning Outcomes

On successful completion of this unit, you will be able to:

1. Research and apply the theories that inform the study and practice of international human resource management in a variety of international settings
2. Discuss the significance of international organisations adopting human resource management policies and practices
3. Critically analyse the implementation of human resource management policies and practices in international organisations in a way that is relevant to all management practitioners, not just human resource managers
4. Critically assess the impact of working in various countries on expatriate managers and their families
5. Identify and critically evaluate the most important issues that impact on the practice of international human resource management.

Alignment of Learning Outcomes, Assessment and Graduate Attributes



Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes				
	1	2	3	4	5
1 - Written Assessment - 20%	•	•	•	•	•
2 - Written Assessment - 40%		•	•	•	
3 - Examination - 40%	•				•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
1 - Knowledge	○	○	○	○	○
2 - Communication	○	○	○	○	○
3 - Cognitive, technical and creative skills			○		
4 - Research	○	○	○	○	○
5 - Self-management			○		○
6 - Ethical and Professional Responsibility	○	○	○	○	○
7 - Leadership			○		
8 - Aboriginal and Torres Strait Islander Cultures					

Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks	Graduate Attributes							
	1	2	3	4	5	6	7	8
1 - Written Assessment - 20%	○	○	○	○	○	○	○	
2 - Written Assessment - 40%	○	○	○	○	○	○	○	
3 - Examination - 40%	○	○	○	○	○	○	○	

Textbooks and Resources

Textbooks

HRMT20025

Prescribed

International Human Resource Management

Edition: 7th (2017)

Authors: Dowling, PJ, Festing, M & Engle, AD

Cengage Learning

Binding: Other

[View textbooks at the CQUniversity Bookshop](#)

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 6th Edition \(APA 6th edition\)](#)

For further information, see the Assessment Tasks.

Teaching Contacts

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Schedule

Week 1 - 11 Nov 2019

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to Global HRM	1	

Week 2 - 18 Nov 2019

Module/Topic	Chapter	Events and Submissions/Topic
The Cultural Context of IHRM	2	

Week 3 - 25 Nov 2019

Module/Topic	Chapter	Events and Submissions/Topic
Sourcing Human Resources for Global Markets - Staffing, Recruitment, and Selection	5	

Week 4 - 02 Dec 2019

Module/Topic	Chapter	Events and Submissions/Topic
International Industrial Relations and the Global Institutional Context	9	

Vacation Week - 09 Dec 2019

Module/Topic	Chapter	Events and Submissions/Topic
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Week 5 - 16 Dec 2019

Module/Topic	Chapter	Events and Submissions/Topic
The Organisational Context	3	Essay Due: Week 5 Thursday (19 Dec 2019) 11:45 pm AEST

Week 6 - 23 Dec 2019

Module/Topic	Chapter	Events and Submissions/Topic
IHRM in Cross-border mergers and acquisitions, International Alliances, and SMEs	4	

Week 7 - 06 Jan 2020

Module/Topic	Chapter	Events and Submissions/Topic
Sourcing human resources for global markets - staffing, recruitment and selection	5	

Week 8 - 13 Jan 2020

Module/Topic	Chapter	Events and Submissions/Topic
International Industrial Relations and the Global Institutional Context	9	

Week 9 - 20 Jan 2020

Module/Topic	Chapter	Events and Submissions/Topic
International Performance Management	6	Report Due: Week 9 Thursday (23 Jan 2020) 11:45 pm AEST

Week 10 - 27 Jan 2020

Module/Topic	Chapter	Events and Submissions/Topic
International Training, Development and Careers	7	

Week 11 - 03 Feb 2020

Module/Topic	Chapter	Events and Submissions/Topic
International Compensation	8	

Week 12 - 10 Feb 2020

Module/Topic	Chapter	Events and Submissions/Topic
IHRM Trends and Future Challenges	10	

Exam Week - 17 Feb 2020

Module/Topic	Chapter	Events and Submissions/Topic
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Assessment Tasks

1 Essay

Assessment Type

Written Assessment

Task Description

You are an International Human Resource Manager for a multinational bank based in Melbourne and you have been asked to advise your Chief Executive Officer about what needs to be considered when recruiting, selecting and training a manager for a three year term with your new subsidiary in Berlin, Germany. Further, you should assess the human resource and employment law issues that will impact on the manager during their posting.

Word length: 1000-1500 words

Please note that information that is relevant to this essay will be posted on the Unit Moodle website.

Assessment Due Date

Week 5 Thursday (19 Dec 2019) 11:45 pm AEST

Return Date to Students

Week 7 Thursday (9 Jan 2020)

Essays will be returned after the marking and moderation process is completed

Weighting

20%

Assessment Criteria

A pass student will have referenced their paper poorly, and description will dominate. Better referencing and some analysis will lead to a credit, while the distinction students will have referenced and analysed the question well. They will be separated from the HD student because of their failure to argue a case in answer to the question consistently throughout the course of their paper.

A detailed criteria sheet is available on the Unit Moodle website.

Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

Submission

Online

Submission Instructions

Only MS Word document (doc and docx only). Other types are not acceptable. Documents that cannot go through Turnitin or cannot be opened will not be marked.

Learning Outcomes Assessed

- Research and apply the theories that inform the study and practice of international human resource management in a variety of international settings
- Discuss the significance of international organisations adopting human resource management policies and practices
- Critically analyse the implementation of human resource management policies and practices in international organisations in a way that is relevant to all management practitioners, not just human resource managers
- Critically assess the impact of working in various countries on expatriate managers and their families
- Identify and critically evaluate the most important issues that impact on the practice of international human resource management.

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

2 Report

Assessment Type

Written Assessment

Task Description

You are a HR Manager for a multinational enterprise based in Brisbane which has acquired a business in Kuala Lumpur in Malaysia. The management position for this business is vacant.

Firstly, discuss your possible local staffing options, comparing hiring a parent company staff member with hiring a local Malaysian manager. Justify your choice.

Secondly, identify the compensation options that you have when appointing a parent company staff member to become the manager of the Malaysian business.

Finally, consider the training and development needs of a local and a parent company manager.

Word length: 2000-2500 words

Please note that information that is relevant to this report will be posted on the Unit Moodle website.

Assessment Due Date

Week 9 Thursday (23 Jan 2020) 11:45 pm AEST

Return Date to Students

Week 11 Thursday (6 Feb 2020)

Reports will be returned after the marking and moderation process has been completed.

Weighting

40%

Assessment Criteria

A pass student will have referenced their paper poorly, and description will dominate. Better referencing and some analysis will lead to a credit, while the distinction students will have referenced and analysed the question well. They will be separated from the HD student because of their failure to argue a case in answer to the question consistently throughout the course of their paper.

A detailed criteria sheet is available on the Unit Moodle website.

Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

Submission

Online

Submission Instructions

Only MS Word document (doc and docx only). Other types are not acceptable. Documents that cannot go through Turnitin or cannot be opened will not be marked.

Learning Outcomes Assessed

- Discuss the significance of international organisations adopting human resource management policies and practices
- Critically analyse the implementation of human resource management policies and practices in international organisations in a way that is relevant to all management practitioners, not just human resource managers
- Critically assess the impact of working in various countries on expatriate managers and their families

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

Examination

Outline

Complete an invigilated examination.

Date

During the examination period at a CQUniversity examination centre.

Weighting

40%

Length

180 minutes

Exam Conditions

Closed Book.

Materials

Dictionary - non-electronic, concise, direct translation only (dictionary must not contain any notes or comments).

Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

What can you do to act with integrity?



Be Honest

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



Seek Help

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



Produce Original Work

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem