HRMT20025 *International Human Resource Management*

Term 3 - 2020

Profile information current as at 19/04/2024 02:25 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 - 2020

- 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. **Group Work**
Weighting: 40%
3. **Written Assessment**
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 Emails/zoom sessions

Feedback

Self reflection

Recommendation

Despite the unprecedented situation of COVID-19 pandemic, the students have shown an excellent effort while studying online. Accordingly, continued support for online study will be required for this unit, and additional online education initiatives will be used in the unit.

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

— N/A Level | • Introductory Level | • Intermediate Level | • Graduate Level | ∘ Professional Level | ∘ Advanced Level

Alignment of Assessment Tasks to Learning Outcomes

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

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
1 - Knowledge	∘	∘	∘	∘	∘

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
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 - Group Work - 40%	○	○	○	○	○	○	○	
3 - Written Assessment - 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)
- Zoom (both microphone and webcam capability)

Referencing Style

All submissions for this unit must use the referencing style: American Psychological Association 7th Edition (APA 7th edition)
For further information, see the Assessment Tasks.

Teaching Contacts

Geoffrey Chapman Unit Coordinator
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Schedule

Week 1 - 09 Nov 2020

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

Week 2 - 16 Nov 2020

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

Week 3 - 23 Nov 2020

Module/Topic	Chapter	Events and Submissions/Topic
The Organisational Context	3	

Week 4 - 30 Nov 2020

Module/Topic	Chapter	Events and Submissions/Topic
IHRM in Cross-border Mergers and Acquisitions, International Alliances, and SMEs	4	**Individual Essay** Due: Week 4 Friday (4 Dec 2020) 11:55 pm AEST

Vacation Week - 07 Dec 2020

Module/Topic	Chapter	Events and Submissions/Topic

Week 5 - 14 Dec 2020

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

Week 6 - 21 Dec 2020

Module/Topic	Chapter	Events and Submissions/Topic
International Performance Management	6	

Vacation Week - 28 Dec 2020

Module/Topic	Chapter	Events and Submissions/Topic

Week 7 - 04 Jan 2021

Module/Topic	Chapter	Events and Submissions/Topic
Group Report and Presentation Preparation		

Week 8 - 11 Jan 2021

Module/Topic	Chapter	Events and Submissions/Topic

International Training, Development, and Careers	7	**Group Report and Presentation** Due: Week 8 Friday (15 Jan 2021) 11:55 pm AEST
Week 9 - 18 Jan 2021		
Module/Topic	**Chapter**	**Events and Submissions/Topic**
International Compensation	8	
Week 10 - 25 Jan 2021		
Module/Topic	**Chapter**	**Events and Submissions/Topic**
International Industrial Relations and the Global Institutional Context	9	
Week 11 - 01 Feb 2021		
Module/Topic	**Chapter**	**Events and Submissions/Topic**
IHRM Trends and Future Challenges	10	
Week 12 - 08 Feb 2021		
Module/Topic	**Chapter**	**Events and Submissions/Topic**
Revision and Report Preparation	1-10	**Individual Report** Due: Week 12 Friday (12 Feb 2021) 11:55 pm AEST

Assessment Tasks

1 Individual Essay

Assessment Type
Written Assessment

Task Description
For this assessment task, you will prepare a 1200 word essay that responds to a given statement. This statement is provided on the Moodle site. Your essay will adopt a position, either agreeing with, or disagreeing with, the given statement. You will be required to conduct independent research to find evidence that supports the position you have adopted. While the majority of this supporting evidence should be drawn from peer-reviewed academic journal articles, evidence can also be drawn from other sources where necessary, such as textbooks, magazine articles, websites, company reports, and media releases.
Further information about this assessment task is available on the Moodle site.

Assessment Due Date
Week 4 Friday (4 Dec 2020) 11:55 pm AEST

Return Date to Students
Week 6 Friday (25 Dec 2020)
As per University policy, assessment tasks will be returned to students within two University scheduled weeks.

Weighting
20%

Assessment Criteria
As the assignment is worth 20% of your assessment, it will be marked out of 20.

A full marking rubric will be available on the Moodle site. The following criteria will be the basis of this rubric:

1. Knowledge - Demonstrates awareness and understanding of concepts and theories relevant to the unit throughout the essay (20%)
2. Analysis - Demonstrates the capacity to critically analyse, synthesise, and apply concepts and theories throughout the essay (30%)
3. Argument - Demonstrates the ability to structure a clear, logical argument, supported with evidence from an appropriate range of sources (30%)
4. Referencing - Demonstrates knowledge and application of correct APA style referencing, both in-

text and in the reference list (10%)
5. Presentation - Demonstrates the ability to use appropriate conventions of academic writing (10%)

Referencing Style

- American Psychological Association 7th Edition (APA 7th edition)

Submission
Online

Submission Instructions
All assignments must be submitted through the Moodle site. No email submissions will be accepted. Please contact SDesk (https://sdesk.cqu.edu.au) if you have difficulty accessing the Moodle site.

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
- Identify and critically evaluate the most important issues that impact on the practice of international human resource management.

Graduate Attributes

- Knowledge
- Communication
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

2 Group Report and Presentation

Assessment Type
Group Work

Task Description
For this assessment task, you will work in a group of 3-4 students. Your group will be provided with a case study outlining the HR policies of a multi-national organisation.
Each member of your group will adopt the role of the HR Director for one of the countries that the organisation operates in. You will work together to interpret and analyse the HR strategy that has been provided by the headquarters of the organisation, before working independently to apply this HR strategy to your own region. Your group will prepare a single report, that combines your individual analysis relevant to your own regions, as well as an introduction and conclusion section that you will work on together. Your group will also record a presentation, where you will outline the key elements of your report in a professional manner.
Further information about this assessment task is available on the Moodle site.

Assessment Due Date
Week 8 Friday (15 Jan 2021) 11:55 pm AEST

Return Date to Students
Week 10 Friday (29 Jan 2021)
As per University policy, assessment tasks will be returned to students within two University scheduled weeks.

Weighting
40%

Assessment Criteria
As the assignment is worth 40% of your assessment, it will be marked out of 40.
20 marks will be awarded as a group mark, based on the content and professionalism of the presentation, as well as the jointly authored introduction and conclusion sections of the report.
20 marks will be awarded as an individual mark, based on the content of the individual section of the report completed by each student, and their individual presentation style and competency.
A full marking rubric will be available on the Moodle site. The following criteria will be the basis of this rubric:

Presentation:

1. Professionalism - Demonstrates an appropriate level of professionalism throughout the presentation (20%)
2. Content - Provides an accurate account HR issues, and suggests effective and appropriate HRM strategies for the region (20%)
Report:
3. Analysis - Demonstrates the ability to engage in critical analysis in the context of contemporary IHRM practices (20%)
4. Recommendations - Provides effective strategies and demonstrates justification for the recommended strategies (20%)
5. Research - Demonstration of additional research beyond the course material and textbook, including use of recent and relevant peer reviewed academic journal articles (minimum of 10) (10%)
6. Presentation - Overall presentation of the document, including referencing style, formatting, layout and grammar (10%)

Referencing Style

- American Psychological Association 7th Edition (APA 7th edition)

Submission
Online Group

Submission Instructions
All assignments must be submitted through the Moodle site. No email submissions will be accepted. Please contact SDesk (https://sdesk.cqu.edu.au) if you have difficulty accessing the Moodle site.

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

3 Individual Report

Assessment Type
Written Assessment

Task Description
For this assessment task, you will be required to find and research a real Australian-based company that also operates within the United States. You will need to conduct extensive research on this organisation, specifically focusing on HR issues and policies relevant to the company. You will prepare a 2000 word report that outlines how the HR practices of this company have been affected by external environmental factors (such as the COVID pandemic and the outcome of the US Election). Your report will also provide recommendations on how the company should adjust its HR strategy in future in light of the significant environmental forces affecting both Australia and the US.
Further information about this assessment task is available on the Moodle site.

Assessment Due Date
Week 12 Friday (12 Feb 2021) 11:55 pm AEST

Return Date to Students

As per University policy, assessment marks and feedback for this task will be made available to students on the Confirmation of Grades date for T3 2020.

Weighting
40%

Assessment Criteria
As the assignment is worth 20% of your assessment, it will be marked out of 20.

A full marking rubric will be available on the Moodle site. The following criteria will be the basis of this rubric:

1. Knowledge - Demonstrates awareness and understanding of concepts and theories relevant to the unit throughout the report (20%)
2. Analysis - Demonstrates the capacity to critically analyse, synthesise, and apply concepts and theories throughout the report (20%)
3. Research - Demonstrates the ability to thoroughly investigate an organisation and the IHRM activities it is undertaking (20%)
4. Recommendations - Provides effective strategies and demonstrates justification for the recommended strategies (20%)
5. Referencing - Demonstrates knowledge and application of correct APA style referencing, both in-text and in the reference list (10%)
6. Presentation - Demonstrates the ability to use appropriate conventions of academic writing (10%)

Referencing Style

- American Psychological Association 7th Edition (APA 7th edition)

Submission
Online

Submission Instructions
All assignments must be submitted through the Moodle site. No email submissions will be accepted. Please contact SDesk (https://sdesk.cqu.edu.au) if you have difficulty accessing the Moodle site.

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
- 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

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