



# HRMT20025 *International Human Resource Management*

## Term 2 - 2021

Profile information current as at 24/04/2024 05:08 pm

All details in this unit profile for HRMT20025 have been officially approved by CQU University 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 2 - 2021

- 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 Have your say

**Feedback**

As being an HR professional this subject helped me to understand practical HR profession in Australia. Also I have learned about different countries HR system which will help me in my future.

**Recommendation**

Strongly recommend using more and more practical examples that will not only enrich students' understanding of the themes/theories but will also equip them for the future challenges they might encounter in organisations.

#### Feedback from Have your say

**Feedback**

Excellent in teaching and very supportive

**Recommendation**

Keep providing your support to students. Also, keep sharing your personal enthusiasm for the content and learning that will engage all students in the content.

## 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.



## Textbooks and Resources

### Textbooks

HRMT20025

#### Prescribed

#### International Human Resource Management

Edition: 7th (2017)

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

Cengage Learning

Binding: Hardcover

#### Additional Textbook Information

Both paper and eBook versions can be purchased at the CQUni Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code).

[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 7th Edition \(APA 7th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**Amlan Haque** Unit Coordinator

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**Shahid Khan** Unit Coordinator

[shahid.khan@cqu.edu.au](mailto:shahid.khan@cqu.edu.au)

## Schedule

### Week 1 - 12 Jul 2021

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

### Week 2 - 19 Jul 2021

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

### Week 3 - 26 Jul 2021

Module/Topic	Chapter	Events and Submissions/Topic
<b>The Organisational Context</b>	3	

### Week 4 - 02 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
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**IHRM in Cross-border Mergers and Acquisitions, International Alliances, and SMEs**

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**INDIVIDUAL ESSAY** Due: Week 4  
Friday (6 Aug 2021) 11:45 pm AEST

**Week 5 - 09 Aug 2021**

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

**Vacation Week - 16 Aug 2021**

Module/Topic	Chapter	Events and Submissions/Topic
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**Week 6 - 23 Aug 2021**

Module/Topic	Chapter	Events and Submissions/Topic
<b>International Performance Management</b>	6	

**Week 7 - 30 Aug 2021**

Module/Topic	Chapter	Events and Submissions/Topic
<b>Group Report and Presentation Preparation</b>		

**Week 8 - 06 Sep 2021**

Module/Topic	Chapter	Events and Submissions/Topic
<b>International Training, Development, and Careers</b>	7	<b>GROUP PRESENTATION AND REPORT</b> Due: Week 8 Friday (10 Sept 2021) 11:45 pm AEST

**Week 9 - 13 Sep 2021**

Module/Topic	Chapter	Events and Submissions/Topic
<b>International Compensation</b>	8	

**Week 10 - 20 Sep 2021**

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

**Week 11 - 27 Sep 2021**

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

**Week 12 - 04 Oct 2021**

Module/Topic	Chapter	Events and Submissions/Topic
<b>Revision and Report Preparation</b>	1-10	

**Review/Exam Week - 11 Oct 2021**

Module/Topic	Chapter	Events and Submissions/Topic
		<b>INDIVIDUAL REPORT</b> Due: Review/Exam Week Friday (15 Oct 2021) 11:45 pm AEST

**Exam Week - 18 Oct 2021**

Module/Topic	Chapter	Events and Submissions/Topic
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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 (post-2010), 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 (6 Aug 2021) 11:45 pm AEST

## Return Date to Students

Week 6 Friday (27 Aug 2021)

Week 6: 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** - 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 PRESENTATION AND REPORT

## Assessment Type

Group Work

## Task Description

For this assessment task, you will work in a group of 3-5 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 (10 Sept 2021) 11:45 pm AEST

## Return Date to Students

Week 10 Friday (24 Sept 2021)

Week 10: 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 of 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

## 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 overseas. 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, Political or Economic instability in the host country). 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 host country. Further information about this assessment task is available on the Moodle site.

#### Assessment Due Date

Review/Exam Week Friday (15 Oct 2021) 11:45 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 T2 2021.

#### Weighting

40%

#### Assessment Criteria

As the assignment is worth 40% of your assessment, it will be marked out of 40.

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 intext 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