HRMT20025 *International Human Resource Management*

Term 2 - 2023

Profile information current as at 12/10/2024 05:37 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 2 - 2023

- 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 Comment from the Discipline as part of the reviews of all PG HR units.

Feedback
NO teamwork in the ULOs but currently teamwork is in Assessment task 2.

Recommendation
Consider changing ULOs as there should be teamwork in the ULOs but currently, teamwork is not in the ULOs. The new Unit Lead might need to submit UUP for this unit.

Feedback from UC observation

Feedback
Assessments 1 and 3 and potential AI writing.

Recommendation
Assessments 1 and 3 would need to be modified to make them more authentic to reduce AI writing. This has been discussed with the 2024 Unit Lead.

Feedback from UC observation

Feedback
Old edition of the textbook

Recommendation
A newer edition of the textbook should be adopted in 2024 and all teaching materials should be fully updated including lecture recordings. This has been discussed with the 2024 Unit Lead.

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%	•	•			•

Assessment Tasks	Learning Outcomes				
	1	2	3	4	5
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	○	○	○	○	○
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: 7 (2017)
Authors: Dowling, PJ, Festing, M & Engle, AD
Cengage Learning
ISBN: 9781473719026
Binding: Paperback

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

Aman Ullah Unit Coordinator
a.ullah2@cqu.edu.au

Schedule

Week 1 - 10 Jul 2023

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

Week 2 - 17 Jul 2023

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

Week 3 - 24 Jul 2023

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

Week 4 - 31 Jul 2023

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

Week 5 - 07 Aug 2023

Module/Topic	Chapter	Events and Submissions/Topic

Sourcing Human Resources for Global Markets – Staffing, Recruitment and Selection	Chapter 5	

Vacation Week - 14 Aug 2023

Module/Topic	Chapter	Events and Submissions/Topic
No class this week		

Week 6 - 21 Aug 2023

Module/Topic	Chapter	Events and Submissions/Topic
International Performance Management	Chapter 6	**Essay (Individual)** Due: Week 6 Monday (21 Aug 2023) 10:00 am AEST

Week 7 - 28 Aug 2023

Module/Topic	Chapter	Events and Submissions/Topic
International Training, Development, and Careers	Chapter 7	Group Report and Presentation Preparation

Week 8 - 04 Sep 2023

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

Week 9 - 11 Sep 2023

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

Week 10 - 18 Sep 2023

Module/Topic	Chapter	Events and Submissions/Topic
There is no topic covered in class this week. The group presentations and discussions will be completed in class.		The group presentations and discussions undertaken during the class. **Group Presentation and Report** Due: Week 10 Monday (18 Sept 2023) 10:00 am AEST

Week 11 - 25 Sep 2023

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

Week 12 - 02 Oct 2023

Module/Topic	Chapter	Events and Submissions/Topic
Revision and Report Preparation	Chapters 1-10	

Review/Exam Week - 09 Oct 2023

Module/Topic	Chapter	Events and Submissions/Topic
		Report (Individual) Due: Review/Exam Week Thursday (12 Oct 2023) 10:00 am AEST

Exam Week - 16 Oct 2023

Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

1 Essay (Individual)

Assessment Type
Written Assessment

Task Description

Word Limit: 1200 words (Excluding the reference list)

You will prepare a 1200-word essay to discuss international HRM challenges in the context of multinational enterprises (MNE). Your discussion of international HRM challenges should link with at least one of the first five topics of this unit. You will be required to conduct research and **cite at least 5 peer-reviewed academic journal articles**. You can also cite the unit textbooks, magazine articles, websites, company reports, and media releases to support your discussion.

Further information about this assessment task is available on the unit Moodle site.

Assessment Due Date
Week 6 Monday (21 Aug 2023) 10:00 am AEST

Submissions must be uploaded to the Moodle website

Return Date to Students

As per the CQU policy, marks and feedback will be returned in two (2) working weeks from the submission date for on-time submissions.

Weighting
20%

Assessment Criteria

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

Late submission: Penalty for late submission without approval if applicable (-5% a day)

Important: Plagiarism will be reported to the Academic Services Centre of the University and may result in a “zero” mark.

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.

assessmentOutcome

- 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.

assessmentGradAttribute

- Knowledge
- Communication

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

2 Group Presentation and Report

Assessment Type
Group Work

Task Description
Word Limit (Report): 2000 words (Excluding the reference list and Appendices)

Time Limit (PPT Presentation): 15 minutes

- You will work in a group of about 3 students for this assessment task. Your group will be provided with a case study outlining the HR policies of a multinational organisation. Each member of your group will adopt the role of the HR Director for one of the countries in which the organisation operates. You will work together to interpret and analyse the HR strategy provided by the organisation's headquarters before working independently to apply this strategy to your own region (i.e., country).
- Your group will prepare a report that combines each member's analysis relevant to the country s/he intends to represent, **citing at least 8 recent and relevant peer-reviewed academic journal articles**.
- Your group will also do a PowerPoint presentation in the Week 10 workshop, 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 10 Monday (18 Sept 2023) 10:00 am AEST

Submissions must be uploaded to the Moodle website

Return Date to Students

As per the CQU policy, marks and feedback will be returned in two (2) working weeks from the submission date for on-time submissions.

Weighting
40%

Assessment Criteria

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

Presentation:
1. Quality of the ppt presentation - Demonstrates high quality of the ppt presentation, design and visual aids (10%)
2. Content - Provides an accurate account of HR issues, and suggests effective and appropriate HRM strategies and/or recommendations for the region (20%)
3. **Presentation style, competency and teamwork** - Demonstrates presentation skills and competencies within the time limit (10%)

Report:
4. Analysis - Demonstrates the ability to engage in critical analysis in the context of contemporary IHRM practices (20%)
5. Recommendations - Provides effective strategies and demonstrates justification for the recommended strategies (20%)
6. Research - Demonstrates additional research beyond the course material and textbook, including the use of at least 8 recent and relevant peer-reviewed academic journal articles (10%)
7. Communication and presentation (written) - Overall presentation of the document, including referencing style, formatting, layout, writing, and grammar (10%)

Late submission: Penalty for late submission without approval if applicable [(-5% a day]

Important: Plagiarism will be reported to the Academic Services Centre of the University and may result in a “zero” mark.

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.

assessmentOutcome

- 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

assessmentGradAttribute

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

3 Report (Individual)

Assessment Type
Written Assessment

Task Description

Word Limit: 2000 words (Excluding the reference list and Appendices)

- You will be required to extensively research an Australian-based organisation that also operates overseas. Your research should specifically focus on HR issues and policies relevant to the chosen company. Then, you will prepare a 2000-word report outlining how this organisation's HR practices have been affected by recent external environmental factors (such as the COVID pandemic, political or economic instability in the host country/countries).
- Your report will also provide recommendations on how the selected organisation can adjust its HR strategy in the future in light of the significant environmental forces affecting both Australia and the host country/countries.
- You are required to cite **at least 8 recent and relevant academic peer-reviewed journal articles** and other relevant sources.

Further information about this assessment task is available on the Moodle site.

Assessment Due Date
Review/Exam Week Thursday (12 Oct 2023) 10:00 am AEST

All assignments must be submitted through the Moodle site. No email submissions will be accepted.

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.

Weighting
40%

Assessment Criteria

A full marking rubric will be available on the unit 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 (10%)

2. Analysis - Demonstrates the capacity to critically analyse, synthesise, and apply concepts and theories throughout the report (25%)
3. Research - Demonstrates the ability to thoroughly investigate an organisation and the IHRM activities it is undertaking, supported by the use of recent and relevant peer-reviewed academic journal articles (minimum of 8) (25%)
4. Recommendations - Provides effective strategies and demonstrates justification for the recommended strategies (20%)
5. Referencing - Demonstrates knowledge and application of the correct APA style referencing (10%)
6. Communication - Demonstrates the ability to use appropriate conventions of academic writing (10%)

Late submission: Penalty for late submission without approval if applicable (-5% a day)

Important: Plagiarism will be reported to the Academic Services Centre of the University and may result in a "zero" mark.

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.

assessmentOutcome

- 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.

assessmentGradAttribute

- 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