

BMA777
International
Human Resource Management
Semester 2, 2008

This unit will be offered in:

Hobart

The lecturing team responsible will be:

Professor Michael Hess (Lecturer-in-Charge)

Room: 306

Phone: 03 6226 2568

Email: Michael.Hess@utas.edu.au

Class Times: Mondays 2-5

Venue: Room 202a Faculty of Business

<http://www.utas.edu.au/mgmt/student.htm>

Introduction to the Unit

International human resource management has many similarities to domestic human resource management (HRM), but there are also some important differences. In IHRM the familiar HRM activities are placed in an international context. Among the results of this are situations such as:

- Organisations bringing their operations into social contexts with which they are unfamiliar;
- Employees from different cultural backgrounds working together; and
- The movement of employees from their own to foreign work and social environments.

Consequently, this creates an additional set of challenges for HRM. This unit will examine some of these with particular focus on issues such as:

- The impacts of culture on work and work organisation;
- The differences between HRM in different countries;
- The challenges of maintaining an international workforce; and
- Relations between parent companies and employees working overseas.

Approaches to such issues vary according to factors endogenous to the organisation (such as the nationality of the multinational enterprise (MNE), the stage of internationalisation, organisational strategy, and the headquarters' orientation and corporate culture), as well as exogenous factors (such as national culture, the industry in which the MNE is operating, competitor activities, and regional economic development). This unit will explore both successful approaches and potential pitfalls. While the focus of this unit is on international HRM, keep in mind that many of the topics can apply equally to a domestic environment, especially where multi-cultural factors are part of the work context.

Enrolment in the unit

Unless there are exceptional circumstances, students should not enrol in BMA units after the end of week two of semester, as the School cannot guarantee:

- that any extra assistance will be provided by the teaching team in respect of work covered in the period before enrolment; and
- that penalties will not be applied for the late submission of any piece or pieces of assessment that were due during that period.

Learning Outcomes

On completion of this unit, you should be able to:

- The impacts of culture on work and human resource management;
- The complexity of managing in multi-cultural and international environments;
- The challenges of managing a multi-national workforce; and
- The differences between labour market regulatory regimes in different countries.

Generic Graduate Attributes

The University has defined a set of generic graduate attributes (GGAs) that can be expected of all graduates (see <http://www.utas.edu.au/tl/policies/index.htm>). By undertaking this unit you should make progress in attaining the following attributes:

Knowledge

- Describe key differences between international HRM in MNEs and HRM in organisations operating domestically.

- Examine the relationships between organisational factors (such as strategy and structure), external factors (such as legal and political systems, culture and competition), and international HRM policies and practices adopted by MNEs.
- Demonstrate an understanding of specific demands placed on the HR activities of recruitment and selection, performance management, training and development, and remuneration when managing expatriate employees and local employees in different national contexts.
- Discuss the complexities of managing human resources in multi- and cross-cultural situations.

Communication Skills

- Students will be required to communicate with clarity and reasoned logic in all written and oral presentations.

Problem Solving Skills

- Investigate the nature of HRM policies and practices in a comparative overview of countries, and relate these to national contexts and implications for MNE operations.
- Critically evaluate the literature in the field of international HRM, and apply theoretical and empirical research findings to the analysis of cases.

Global Perspective

- Exhibit a multi-cultural perspective of managing human resource issues and problems in the international business environment.

Social Responsibility

- Consider the ethical dimensions of managing employees from diverse cultural and national backgrounds.

Texts

Prescribed Texts

Dowling, P.J., Festing, M. & Engle, A. 2008. *International human resource management: Managing people in a multinational context* (1st ed.). London: Cengage.

School Publications

Students must obtain the following electronic publications which are available from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

Writing Assignments: A Guide

School of Management Referencing Style

Recommended Reading

The publications listed below are highly recommended for further reading on the topics covered in the unit.

Books

Adler, N.J. 1997. *International dimensions of organisational behaviour* (3rd ed.). Cincinnati: South-Western College Publishing.

Bamber, G., Lansbury, R. & Wailes, N. (Eds.). 2004. *International and comparative employment relations*. (4th ed.). St Leonards: Allen & Unwin.

Black, I., Gregersen, H.B., Mendenhall, M.E., & Stroh, L.K., 1999. *Globalizing people through international assignments*. Reading: Addison-Wesley.

Brewster, C. & Harris, H. (Eds.). 1999. *International HRM: Contemporary issues in Europe*. London: Routledge.

Brewster, C., Mayrhofer, W. & Morley, M. 2000. *New challenges for European human resource management*. New York: MacMillan Press Ltd.

Briscoe, D.R. 1995. *International human resource management*. Englewood Cliffs: Prentice-Hall.

Deresky, H. 2000. *International management: Managing across borders and cultures* (3rd ed.). New York: Harper Collins.

Evans, P., Pucik, V. & Barsoux, J. 2002. *The global challenge: Frameworks for IHRM*. Boston: McGraw-Hill.

Gannon, M.J. 1994. *Understanding global cultures: Metaphorical journeys through seventeen countries*. Sage: Thousand Oaks.

Hodgetts, R.M. & Luthans, F. 2000. *International management: Culture, strategy and behaviour* (4th ed.). Boston: Irwin McGraw-Hill.

Hofstede, G. 1994. *Cultures and organisations: Software of the mind*. London: Harper Collins.

Huat, T.C. & Torrington, D. 1998. *Human resource management for Southeast Asia and Hong Kong* (2nd ed.). Singapore: Prentice-Hall.

Mendenhall, M. & Oddou, G. 2000. *Readings and cases in international human resource management* (3rd ed.). Cincinnati: South-Western College Publishing.

Moore, L.F. & Jennings, D.P. (Eds.). 1995. *Human resource management on the Pacific rim: Institutions, practices and attitudes*. Berlin: Walter de Gruyter.

Patrickson, M. & O'Brien, P. (Eds.). 2001. *Managing diversity: An Asian and Pacific focus*. Milton: John Wiley & Sons Australia Ltd.

Phatak, A.V. 1997. *International management: Concepts and cases*. Cincinnati: South-Western College Publishing.

Renwick, G.W. 1991. *A fair go for all: Australian/American interactions*. Yarmouth, Maine: Intercultural Press.

Sanyal, R. N. 2001. *International management: A strategic perspective*. New Jersey: Prentice Hall.

Journals and Periodicals

Apart from books, you will find it valuable to get into the practice of reading relevant articles from journals and periodicals (including newspapers and magazines).

Asia Pacific Journal of Human Resources

Career Development International

International Business Review

Journal of Comparative International Management

Journal of International Business Studies

Journal of International Management

Labour and Management in Development <http://labour-management.anu.edu.au>

Management International Review

The International Journal of Human Resource Management

Unit Structure

The Unit is taught as a series of workshops. Participation in these workshops is not graded but is fundamental to the learning experience of the unit.

Flexible Learning: MyLO

MyLO software has been incorporated into the delivery of this unit to enhance the learning experience by providing access to up to date course materials and by allowing for online discussion through this web based environment.

To access MyLO from your own computer you will need the appropriate software, and hardware to run that software. See *Learning Online* at <http://uconnect.utas.edu.au/> for computer software you will need.

Note: Older computers may not have the hardware to run some of the required software applications. Contact your local IT support person or the Service Desk on 6226 1818 if you experience difficulties. The School of Management has prepared a MyLO Information Sheet which includes access guidelines and contact information. It is available to download as a word document from the School of Management website: <http://www.utas.edu.au/mgmt/student.htm>

Privacy Policy and Notice

The School of Management takes the utmost care to protect the privacy and security of your personal information and to ensure its accuracy.

If you have any concerns about your privacy in MyLO please contact the lecturer-in-charge of this unit or view the University of Tasmania MyLO Privacy Policy Statement available from the university website on <http://www.utas.edu.au/coursesonline/privacy.htm>.

Assessment

In order to pass this unit you must achieve an overall mark of at least 50 per cent of the total available marks. Details of each item of Coursework are provided in the Assignment Topics section.

Method of Assessment	Value	Due Date	Length*
Coursework			
Presentation	10	11 or 18 August	10 minutes
Assignment	30	10 October	2000 words
Examination	60	Exam Period	3 hours
Total Marks	100		

* **Word Limit:** The word count includes such items as headings, in-text references, quotes and executive summaries. It **does not** include the reference list at the end of the assignment.

Study Week

All postgraduate units offered by the School of Management are scheduled to include a Study Week. The dates for this Semester are shown in the attached Study Schedule.

The purpose of the Study Week is to allow students an opportunity to consolidate their studies thus far, and to research coming assignments.

Examination

Format

The examination will be closed book. It will be of three (3) hours duration. The examination is worth 60 per cent of the total available marks in this unit. The examination will consist of a choice of four out of eight essay questions worth 15 marks each. The essay questions will reflect material covered in the readings and the workshops.

Scheduled date and place

Your final examination for this unit will be held during the scheduled examination period as indicated by Student Administration in correspondence to you.

Examinations will normally be scheduled Monday to Saturday inclusive. Examinations may be held during the day or evening and students should consult the university information which will be made available towards the end of semester.

You are advised to make any necessary arrangements with employers now for time off during examination period to sit this examination. Your participation at the scheduled time is not negotiable unless there are exceptional circumstances.

Note that you will be expected to sit the examination at your recorded study centre.

Supplementary Examination

Except in special circumstances and on the recommendation of the lecturer-in-charge or the Head of School, a student who fails will not be granted a supplementary examination.

Special Consideration and Student Difficulties

If a student is experiencing difficulties with their studies or assignments, have personal or life planning issues, disability or illness which may affect their course of study, they are advised to raise these with their lecturer or the Postgraduate Academic Adviser in the first instance. The Postgraduate Academic Adviser can provide assistance with academic issues arising from your studies and identify appropriate support for general personal issues. The Postgraduate Academic Adviser is located in Room 320b in the Commerce Building in Hobart and can be contacted by phone on 6226 1939.

Should a student require assistance in accessing the Library, visit their website for more information at <http://www.utas.edu.au/library/>

Students who have completed their examinations and who feel that they have been disadvantaged due to illness or other circumstances affecting their study, may fill out a form to request that their lecturer takes this into consideration when marking the examination. Forms should be submitted directly to the relevant school, accompanied by appropriate supporting documentation, as soon as possible after the completion of the examination. Granting of special consideration is at the discretion of the lecturer and school. The relevant form can be found at the following website:

http://www.studentcentre.utas.edu.au/examinations_and_results/forms_files/index.htm#eits

Students with a non-English speaking background may be permitted to take a bilingual dictionary into an exam. This dictionary must not be annotated, that is, it must have no notes written in it. In order to use a bilingual dictionary students must request permission from the Student Centre.

Submission of Coursework

Lodging Coursework

All Coursework must have the School of Management Assignment Cover Sheet and Title Page attached, both of which are available as a blank template from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

All assignments must include the tutor's name on the assignment Cover Sheets when they are handed in. If this is not done the assignment will not be accepted and therefore marked.

Please remember that you are responsible for lodging your Coursework on or before the due date. We suggest you keep a copy. Even in the most 'perfect' of systems, items sometimes go astray.

Note that you may also be required to submit an electronic copy of your Coursework. More details of this will be given in Lectures.

Hobart students: Lodge in assignment box at room 316, Commerce & Economics Building.

Launceston students: Lodge in assignment box beside room A170.

All coursework must be handed in by 2.00 pm on the due date.

Late Coursework

Written Work

Extensions will only be granted on medical or compassionate grounds and will not be granted because of work or other commitments. Requests for extensions should be **made in writing** to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the extension sought.

Late assignments which have **not** been granted an extension will, at the lecturer's discretion, be penalised by deducting ten per cent of total marks for each full day overdue.

Assignments submitted more than six days late will normally not be accepted by the lecturer-in-charge.

Tests

Students who are unable to sit a test on medical or compassionate grounds (work or other commitments are not considered 'compassionate grounds') may request that they be permitted to submit alternative Coursework.

Please do not expect a special test to be held for you if you choose to go on holidays or undertake other activities on the scheduled date. If you do need to request alternative Coursework, you should do so in writing to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the request. The telephone number of the doctor should also be included.

Return of Coursework

Coursework will be returned during classes or it can be collected from the lecturer's or tutor's room at nominated times; it will not be available from the School's offices.

Plagiarism

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own, for example:

- using an author's words without putting them in quotation marks and citing the source;
- using an author's ideas without proper acknowledgment and citation; or
- copying another student's work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines, and the academic integrity resources on the web at <http://www.utas.edu.au/tl/supporting/academicintegrity/index.html>.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University. Details of penalties that can be imposed are available in the Ordinance of Student Discipline—Part 3 Academic Misconduct, see <http://www.utas.edu.au/universitycouncil/legislation/ord9.pdf>

The University reserves the right to submit (or to require you to submit) assignments to online plagiarism detection software, and might then retain a copy of the assignment on its database for the purpose of future plagiarism checking.

Occupational Health and Safety (OH&S)

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University's policy at:
http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf

Workshop Program

The course will be run as a series of workshops. These divide into two sections. The first looks at how IHRM issues may be regarded from the viewpoint of enterprises operating in foreign host countries. The second looks at the HRM systems of various host countries themselves. A unifying theme is the differential impact of culture on managerial practice. Set reading for the workshops has been kept to a minimum to allow a maximum of time for thoughtful consideration of the ideas they present.

All classes are on Mondays 2–5 p.m. in Room 202a, Faculty of Business Building, Sandy Bay.

Workshop 1: Introduction

This first workshop will refresh your memory on the basic issues of HRM and differentiate key dimensions of HRM in an international context.

Readings:

Dowling et al, Chapters 1 and 3.

Workshop 2: Work and Culture

While most commentators pay at least lip service to the role of culture in shaping work behaviour it remains an elusive concept. This week we will look at several analyses in which scholars and practitioners have tried to take culture seriously in terms of its impact on management.

Readings

Mead, R. 2000. *International management*. Oxford: Blackwell. Chapters 1 and 2.

Workshop 3: Alternative Approaches

As with most scholarly analysis, however, environmental factors make even the best theories seem silly once they are placed in a different context. This week we try to see how HRM practices might be altered by the most basic of culturally bound attitudes about time, effort and reward.

Reading

Hess, M. 1996. *Work, management and culture*. Canberra: National Centre for Development Studies.

Workshop 4: The Organisational Context

While commentators have written a lot about the external environment in which management activities take place there are still strong reasons for considering the organisational context itself as a major determinant of workplace behaviour. In this week's work we look at the organisational context of the international business activities and particularly at MNEs.

Reading:

Dowling *et al*, Chapters 2 and 4.

Workshop 5: Presentations

Workshop 6: Presentations

Workshop 7: Issues in Expatriate Recruitment and Selection

Dowling and Welch focus their discussion of recruitment and selection processes on the role of expatriate employees. This is a vital area for international business operations and deserves careful attention. We will follow their treatment of it over the next two workshops.

Reading

Dowling *et al*, Chapters 5 and 6.

Workshop 8: Assignments

There will be no formal workshop in this week. Course participants should be using this time to work on their assignments.

Workshop 9: Issues in Expatriate Compensation and Repatriation

Most texts on IHRM spend a lot of time looking at the issue of expatriate employment, particular in managerial and technical areas. The importance of this is that such employees are expensive and making sure that corporations get value from employing them is a significant HRM issue. This week's work looks at motivating and compensating expatriate employees.

Reading

Dowling *et al*, Chapter 7 and 8.

Study Week (22-26 September 2008): No Classes

Workshop 10: National HRM systems and MNEs

The complexities of operating international businesses within the particular context of a host country are considerable. In this week's work we will consider issues arising from that host country context with particular focus on how MNEs might adapt their practices to fit the local environment.

Reading

Dowling *et al*, Chapter 9.

Workshop 11: International industrial relations

In this week's work we look at the similarities and differences between HRM systems internationally. The purpose of this is to uncover examples in a variety of contexts of the material which has been dealt with in the course.

Reading

Dowling *et al*, Chapter 10.

Workshop 12: Course Review

In this workshop we will review the course, focusing on its major themes and on the aspects of the course which will be covered in the final examination.

Assignment Topics

Presentation

Date: 11 or 18 August 2008

Length: 10 minutes

Value: 10 marks

Intuitively people are likely to believe that culture has an impact on work behaviour. Therefore it is likely that we would expect culture to have an impact on HRM. But 'culture' is hard to define and therefore it is hard to measure its impact. In this presentation you are required to choose one example of work behaviour in an international context and explain to the class how culture impacted on this particular behaviour.

Example: lateness at work. In the 1990s a Commissioner observed that police officers in the Kingdom of Tonga were frequently late for work. A cultural line of explanation was that Pacific Islanders have a different view of the value of time and 'lateness' is relatively meaningless to them. This normative view of time was seen to be culturally conditioned. It was even called 'Polynesian time'.

Assignment

Due Date: 10 October 2008

Length: 2000 words

Value: 30 marks

In this assignment you have an opportunity to look at the area of human resource management practice which most interests you. You are required to use this chosen area and explain how operating in international or multi-cultural environments makes the 'normal' HRM practices problematic. You should use at least one detailed case study to illustrate your explanation. You are then required to suggest how the difficulties created by the international or multi-cultural situation can be addressed by changes in HRM practice.

Example: Tongan police officers were observed to be often late for work. An obvious explanation was that this was because time isn't important in Tongan culture. Detailed investigation – interviews, correlations between time sheets and weather reports, local transport data – concluded that a variety of physical realities – electricity failures, lack of private vehicles, lack of good roads, torrential rainfall, poor public transport - made it more likely than not that Tongans who had to travel to work would be late. In this case the interesting question was the extent to which culture really impacted or was simply a convenient category for simplistic discussion. Suggested actions to remedy the situation included: having staggered times for officers coming on and off duty; and issuing officers with off road bicycles to enable them to travel quickly over unmade roads.

It is important that you discuss your assignment topic with Professor Hess and reach agreement on what you will do early in the course.

Study Schedule

Semester 2, 2008

Workshop Number	Start of Week	Text Chapter	Topic	Due Dates
1	14 July	1 and 3	Introduction	
2	21 July		Work and culture	
3	28 July		Alternative approaches	
4	4 August	2 and 4	The organisational context	
5	11 August		Presentations	Presentations
6	18 August		Presentations	Presentations
7	25 August	5 and 6	Issues in expatriate recruitment and selection	
Mid-Semester Break 1—5 September				
8	8 September		No formal workshop. Students should be using this time to work on their assignments.	
9	15 September	7 and 8	Issues in expatriate compensation and repatriation	
	22 September		<i>Study Week (22–26 September)</i>	
10	29 September	9	National HRM systems and MNEs	
11	6 October	10	International industrial relations	Assignment due 10 October
12	13 October		Course review	
Examination Period: 25 October—11 November 2008				
A Calendar/Study Planner showing dates is available from the School of Management website at http://www.utas.edu.au/mgmt/student.htm .				