BMA777
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Semester 1, 2012

Teaching Team:
Dr Megan Woods

CRICOS Provider Code: 00586B
### Contact Details

<table>
<thead>
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<th>Dr Megan Woods</th>
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<tbody>
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<tr>
<td><strong>Consultation Time:</strong></td>
<td>TBA</td>
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Unit Description

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

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

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

- Impacts of culture on work and the organisation of work;
- Differences between HRM in different countries;
- Challenges of maintaining an international workforce; and
- Relations between parent companies and employees working in other countries.

Approaches to such issues vary according to organisational factors (e.g. the nationality of the multinational enterprise (MNE), the stage of internationalisation, organisational strategy, and the headquarters’ orientation and corporate culture), as well as environmental factors such as national culture, the industry in which the MNE is operating, and regional economic development. This unit will explore both successful approaches and potential pitfalls. While the focus of this unit is on IHRM, it should be remembered that many of the topics can apply equally to a domestic environment, especially where multicultural factors are part of the work context.

Pre-Requisite/Co-Requisite Unit(s)

N/A

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 of Management cannot guarantee that:

- any extra assistance will be provided by the teaching team in respect of work covered in the period prior to enrolment; and
- penalties will not be applied for late submission of any piece or pieces of assessment that were due during this period.
## Intended Learning Outcomes and Generic Graduate Attributes

<table>
<thead>
<tr>
<th>Intended Learning Outcomes</th>
<th>In assessing this unit I will be looking at your ability to:</th>
<th>Assessment Methods</th>
<th>Graduate Attribute Outcomes</th>
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<tbody>
<tr>
<td><strong>In this unit you will learn to:</strong></td>
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<tr>
<td>Understand the impact of culture on work and human resource management.</td>
<td>1. Apply and integrate course concepts.</td>
<td>Case analysis, research report, final exam</td>
<td>The assessments and teaching activities in this unit have been designed to develop the following graduate attributes in students:</td>
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<tr>
<td></td>
<td>2. Distil pertinent issues and features from analysis of complex issues.</td>
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<td>Knowledge:</td>
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<td></td>
<td>3. Conduct and present analysis of situations relevant to the course that is logical and comprehensive.</td>
<td></td>
<td>Mastery of an advanced body of knowledge about key theories, research principles and methods, and recent developments in practice in the field IHRM.</td>
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<td></td>
<td>4. Present clear and rational arguments, supported by evidence drawn from credible sources.</td>
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<td>Effective functioning knowledge in:</td>
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<td></td>
<td>5. Engage critically and analytically with conceptual issues relating to managing human resources in international contexts.</td>
<td></td>
<td>- The specific discipline of IHRM and its application to the business environment</td>
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<td>Recognise the complexity &amp; challenges of managing in multicultural and international environments.</td>
<td></td>
<td></td>
<td>- The legal, regulatory and ethical framework of business organisations</td>
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<tr>
<td>Communicate effectively on international human resource management issues.</td>
<td>1. Contribute productively to class activities and discussions.</td>
<td>Case analysis, research report, final exam</td>
<td>Functional lifelong learner for professional and personal career aspirations.</td>
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<td></td>
<td>2. Present written work professionally and confidently.</td>
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<td>Problem solving:</td>
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<td>A critical grasp of theoretical frameworks and professional practices and the ability to integrate and apply them to problem resolution in a business context.</td>
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<td>The ability to interpret theoretical propositions and methodologies and justify conclusions and professional decisions.</td>
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<td>The ability to plan and execute a substantial research-based project.</td>
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<td>Global perspective:</td>
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<td>The ability to use business knowledge and theories to evaluate decision making in the global business environment and consider global influences in work practices and decisions.</td>
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<td>Social responsibility:</td>
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<tr>
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<td></td>
<td>The ability to identify ethical issues and considerations in the global business environment and consider ethical influences in work practices and decisions.</td>
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<td></td>
<td>Communication</td>
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<td>The ability to engage in persuasive, succinct written discussions to communicate and defend a position.</td>
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<td>The ability to create clear and detailed analyses and non-biased recommendations for executives and CEOs.</td>
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Learning Expectations and Teaching Strategies/Approach

Expectations

The University is committed to a high standard of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers. The University’s Code of Conduct for Teaching and Learning states:

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

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.

Learning Resources

Recommended Texts


Black, I, Gregersen, HB, Mendenhall, ME & Stroh, LK, 1999, *Globalizing people through international assignments*, Addison-Wesley, Reading.


For more general background on HRM issues, try:


**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).
• Academy of Management Journal
• Academy of Management Review
• Asia Pacific Journal of Human Resource Management
• Career Development International
• Human Resource Management
• International Business Review
• International Journal of Human Resource Management
• International Journal of Manpower
• Journal of American Academy of Business
• Journal of Comparative International Management
• Journal of International Business Studies
• Journal of International Management
• Labour and Management in Development
• Management International Review

Useful Websites

• UTas Library Catalogue:  http://www.utas.edu.au/library/
• Online Database:  http://www.utas.edu.au/library/info/dbase/index.html

My Learning Online (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 at 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 coordinator of this unit or view the University of Tasmania MyLO Privacy Policy Statement available from the university website at http://www.utas.edu.au/coursesonline/privacy.htm.

Details of Teaching Arrangements

Workshops

There will be a series of THIRTEEN (13) workshops held weekly throughout the semester. Workshops will combine content lectures and interactive activities. Workshops will be supplemented with set readings and homework tasks. Details about each week’s workshop will be released via MyLO on the Monday of the preceding week.

Communication, Consultation and Appointments

The lecturer will be available for consultation during their specified consultation time and may be available at other times by appointment. The lecturer will respond to email communication within TWO (2) business days.

Students must ensure they log into MyLO at least twice a week to ensure they receive any announcements about unit arrangements.

Assessment

Assessment Schedule

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 assessment item are outlined below.

<table>
<thead>
<tr>
<th>Assessment Item</th>
<th>Value</th>
<th>Due Date</th>
<th>Length</th>
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<tbody>
<tr>
<td>Research report</td>
<td>25 marks</td>
<td>2pm, Monday 2\textsuperscript{nd} April</td>
<td>4000 words</td>
</tr>
<tr>
<td>Case analysis</td>
<td>25 marks</td>
<td>2pm, Monday 14\textsuperscript{th} May</td>
<td>4000 words</td>
</tr>
<tr>
<td>Final (take-home) exam</td>
<td>50 marks</td>
<td>5pm, Monday 4\textsuperscript{th} June</td>
<td>6000 words max</td>
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</table>
*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.

**Assessment Item 1 – Research report**

**Task Description:** This task requires that you identify an area of international HRM that interests you and research how multinational operation complicates the performance of this aspect of IHRM. To complete this research report you will need to:

- identify and explain the area of IHRM you are reviewing
- describe how operating in multiple countries complicates the performance of this aspect of IHRM (for example, the impact of diverse regulatory or cultural contexts)
- support your analysis and conclusions by identifying, critically reviewing and synthesising relevant academic literature and research
- recommend IHRM practices which can be used to accommodate or address the performance of this aspect of IHRM

You must submit a brief (250 words maximum) statement of topic for approval to the unit co-ordinator (via email) by Monday 12th March.

**Assessment Criteria:** This task will assess your ability to:

- develop an advanced body of theoretical knowledge about International HRM
- understand recent developments in an area of professional practice of International HRM
- demonstrate your knowledge of research principles and methods applicable in International HRM
- reflect critically on theory and professional practice or scholarship in International HRM
- interpret theoretical propositions and methodologies and justify conclusions and professional decisions
- design, evaluate, implement, analyse and theorise about developments that contribute to professional practice in International HRM
- plan and execute a substantial research-based project.

The assessment criteria used to evaluate your research report will be provided on MyLO no later than 3 weeks before the due date.

**Task Length:** 4000 words

**Due Date:** Monday 2nd April

**Value:** 25 marks
Assessment Item 2 – Case analysis

Task Description: This task requires that you analyse the prescribed case scenario and develop a series of recommendations for addressing key issues. To complete this analysis you will need to:
- Identify relevant international HRM issues
- Identify and apply relevant theory to determine how the issues have developed and should be resolved
- Identify and evaluate potential courses of action
- Present recommendations about the courses of action that should be adopted to resolve the issue

The case analysis method you should adopt will be demonstrated during the workshop in week 1 of semester.

Assessment Criteria: This task will assess your ability to:
- investigate, analyse and synthesise complex information, problems, concepts and theories
- apply established theories to different bodies of knowledge or practice
- generate and evaluate complex ideas and concepts at an abstract level
- justify and interpret theoretical propositions, methodologies, conclusions and professional decisions
- apply your knowledge and skills with creativity and initiative to new situations in professional practice

The assessment criteria used to evaluate your case analysis will be provided on MyLO no later than 3 weeks before the due date.

Task Length: 4000 words

Due Date: Monday 14th May

Value: 25 marks
Assessment Item 3 – Final Exam

Format: The final exam will include two sections.

Section A will present a case for analysis using the case analysis method taught during the semester. You will have a maximum of 2500 words to complete your analysis.

Section B will present a selection of essay questions. You will be required to select 3 questions and write short essays of no more than 1000 words to address each question.

More specific guidance about the exam format and completing the exam will be provided during the semester.

Duration: Students will have 3 days to complete the exam.

Date and Time: The exam will be released via MYLO at 5pm on Friday 1st June and must be submitted via MyLO by 5pm on Monday 4th June.

Value: 50 marks

You are advised to make any necessary arrangements with employers now for time off during the 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 Exams: Except in special circumstances and on the recommendation of the unit coordinator 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 in the first instance.

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. Students must request permission from the Student Centre in order to use a bilingual dictionary.

**Submission of Coursework**

**Lodging Coursework**

All Coursework must have the School of Management Assignment Cover Sheet, which is available as a blank template from the School of Management website at http://www.utas.edu.au/mgmt/student.htm. All assignments must include the tutor’s name on the assignment Cover Sheets when they are submitted. If this is not done the assignment will not be accepted and therefore will not be 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. Assignments must be submitted electronically through the relevant assignment drop box in MyLO.

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

**Requests for Extensions**

**Written Coursework:**

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 unit coordinator 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 five days late will normally not be accepted by the unit coordinator.

**Faculty of Business Late Assessment Policy**

A full copy of the Faculty of Business late assessment policy is available from the Faculty homepage at http://fcms.its.utas.edu.au/business/business/policies.asp.

**Academic Referencing and Style Guide**

Before starting their assignments, students are advised to familiarise themselves with the following electronic resources. The first is the School of Management Guide to Writing Assignment, which can be accessed from the following site - : http://www.utas.edu.au/mgmt/student.htm. The guide provides students with useful information about the structure and style of assignments in the School of Management.

The second is the Harvard Referencing System Style Guide, which can be accessed from the UTAS library (http://utas.libguides.com/content.php?pid=27520&sid=199808). The Harvard Referencing
System will be used in all School of Management units, and students are expected to use this system in their assignments.

**Academic Misconduct and Plagiarism**

*Academic misconduct* includes cheating, plagiarism, allowing another student to copy work for an assignment or an examination, and any other conduct by which a student:

(a) seeks to gain, for themselves or for any other person, any academic advantage or advancement to which they or that other person are not entitled; or

(b) improperly disadvantages any other student.

Students engaging in any form of academic misconduct may be dealt with under the Ordinance of Student Discipline. This can include imposition of penalties that range from a deduction/cancellation of marks to exclusion from a unit 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/](http://www.utas.edu.au/universitycouncil/legislation/).

*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](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.

The University and any persons authorised by the University may submit your assessable works to a plagiarism checking service, to obtain a report on possible instances of plagiarism. Assessable works may also be included in a reference database. It is a condition of this arrangement that the original author’s permission is required before a work within the database can be viewed.

For further information on this statement and general referencing guidelines, see [http://www.utas.edu.au/plagiarism/](http://www.utas.edu.au/plagiarism/) or follow the link under ‘Policy, Procedures and Feedback’ on the Current Students homepage.
<table>
<thead>
<tr>
<th>Week</th>
<th>Start of Week</th>
<th>Topic</th>
<th>Due Dates</th>
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<tbody>
<tr>
<td>1</td>
<td>27 February</td>
<td><strong>Module 1: Introduction to IHRM</strong></td>
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</table>
| 2    | 5 March      | **Module 2: The context for IHRM**  
Strategic IHRM |          |
| 3    | 12 March     | Cultural influences on IHRM  
Ethical influences on IHRM  
Regulatory influences on IHRM  
Comparative IHRM |          |
| 4    | 19 March     |       |           |
| 5    | 26 March     |       |           |
| 6    | 2 April      |       | Research report due Monday 2nd April |
|      |              | **Mid-Semester Break – 5 April to 11 April** | |
| 7    | 16 April     | **Module 3: Practising IHRM**  
Staffing multinational operations |          |
| 8    | 23 April     | Talent management and development - Part 2 |          |
| 9    | 30 April     |       |           |
| 10   | 7 May        | **Module 4: Special issues in IHRM**  
Knowledge management and organisational learning |          |
| 11   | 14 May       | International mergers and acquisitions  
International alliances and joint ventures | Case analysis due Monday 14th May |
| 12   | 21 May       |       |           |
| 13   | 28 May       | Unit review and exam preparation | Examination Period: 9 June – 26 June |