

MGMT 3702 International Human Resource Management Practice

Course Outline Semester 1, 2017

Part A: Course-Specific Information Part B: Key Policies, Student Responsibilities and Support

Table of Contents

PART A: COURSE-SPECIFIC INFORMATION	2
1 STAFF CONTACT DETAILS	2
2 COURSE DETAILS	2
2.1 Teaching Times and Locations	2
2.2 Units of Credit	2
2.3 Summary of Course	2
2.4 Course Aims and Relationship to Other Courses	2
2.5 Student Learning Outcomes	3
3 ASSESSMENT	4
3.1 Formal Requirements	4
3.2 Assessment Details	4
4 COURSE RESOURCES	5
5 COURSE EVALUATION AND DEVELOPMENT	5
6 COURSE SCHEDULE	6
PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT	7
7 PROGRAM LEARNING GOALS AND OUTCOMES	7
8 ACADEMIC HONESTY AND PLAGIARISM	8
9 STUDENT RESPONSIBILITIES AND CONDUCT	8
9.1 Workload	8
9.2 Attendance	9
9.3 General Conduct and Behaviour	9
9.4 Health and Safety	9
9.5 Keeping Informed	9
10 SPECIAL CONSIDERATION	9
11 STUDENT RESOURCES AND SUPPORT	11

PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS

Lecturer-in-charge (Sessional): **Mr Michael CHERRY**
School of Management, Business School Building (Level 5)
Phone No: **0416 026 057**
Email: **j.m.cherry@unsw.edu.au**
Consultation Times: Monday 11:00 – 12:00 (or by appointment)

A full list of tutors will be posted on Course Website.

2 COURSE DETAILS

2.1 Teaching Times and Locations

Lectures start in Week 1 through to Week 12. Time and Location is as follows:
Monday 12:00 – 14:00, OMB149

Tutorials Groups, Times and Locations are (starting in Week 2 through to Week 13):

Monday 09:00 – 10:00, Quad G025
Monday 10:00 – 11:00, Gold G01
Monday 14:00 – 15:00, TETB G17
Monday 16:00 – 17:00, Block G15 (tentative)
Monday 17:00 – 18:00, Sqhouse 203 (tentative)

2.2 Units of Credit

The course is worth 6 units of credit.
There is no parallel teaching in this course.

2.3 Summary of Course

Examines from both applied and theoretical perspectives the effect of national differences on the processes and systems associated with managing human resources across national boundaries, as in the case of multinational corporations.

2.4 Course Aims and Relationship to Other Courses

This course is offered as one of the electives in Human Resource Management major and International Business major.

Prerequisite: MGMT2101 (International business and multinational operations) or MGMT2718 (Human resource management).

2.5 Student Learning Outcomes

The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be developed in tutorials and other activities):

Program Learning Goals and Outcomes		Course Learning Outcomes	Course Assessment Item
<i>This course helps you to achieve the following learning goals for all ASB undergraduate students:</i>		<i>On successful completion of the course, you should be able to:</i>	<i>This learning outcome will be assessed in the following items:</i>
1	Knowledge	Explain how cross-national differences of culture and institutions affect human resource management of multinational firms	<ul style="list-style-type: none"> • Class participation • Case analysis reports • Final term paper
2	Critical thinking and problem solving	Use the theories of international HRM to interpret and analyse real problems in people management	<ul style="list-style-type: none"> • Class participation • Case analysis reports • Final term paper
3a	Written communication	Construct written work which is logically and professionally presented.	<ul style="list-style-type: none"> • Case analysis reports • Final term paper
3b	Oral communication	Communicate ideas in a succinct and clear manner.	<ul style="list-style-type: none"> • Class participation • Case presentation
4	Teamwork	Work collaboratively to complete a task.	<ul style="list-style-type: none"> • Group case project
5a.	Ethical, environmental and sustainability responsibility	Identify and assess environmental and sustainability considerations in problems in international HRM.	<ul style="list-style-type: none"> • Case report
5b.	Social and cultural awareness	Understand the cross-national diversity of cultural values and institutional arrangements.	<ul style="list-style-type: none"> • Case analysis reports • Final term paper

The Course Learning Outcomes are what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all undergraduate students in the Business School. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree (e.g. 'be an effective team player'). You demonstrate this by achieving specific Program Learning Outcomes - what you are able to DO by the end of your degree (e.g. 'participate collaboratively and responsibly in teams').

For more information on the Undergraduate Program Learning Goals and Outcomes, see Part B of the course outline.

3 ASSESSMENT

3.1 Formal Requirements

In order to pass this course, you must:

- achieve a composite mark of at least 50; and
- make a satisfactory attempt at all assessment tasks (see below).

3.2 Assessment Details

Assessment Task	Weight	Length	Due
Class Participation	15 %		Ongoing
Case Analysis Report #1	15 %	700 words limit	24 th March (Week 4)
Case Analysis Report #2	15 %	700 words limit	12 th May (Week 10)
Group Case Analysis Project	30 %	25 minutes	Weeks 5 - 11
Final Term Paper	25 %	1,200 words limit	5 th June
Total	100%		

Class Participation (15%)

Attendance is a minimum requirement for obtaining a PASS mark for the course. Students are expected to attend all classes (lectures and tutorials). Based on university policies, missing more than 20% of lectures or 20% of tutorials may cause the course failure. Lack of professionalism indicated by late coming, early leaving, and disrespecting others will be considered as absence.

In addition to attending all classes, students are expected to actively participate in class discussions. Throughout the semester, students are expected to read all cases before they come to tutorials. It will help students to be prepared for the class discussions. Examples of participation grades are as follows:

- 5 = occasionally participated in class discussion
- 10 = frequently participated in and made somewhat meaningful contributions to the class discussion.
- 15 = frequently participated in and made significantly meaningful contributions to class discussion.

Students who find it difficult to participate in class discussion (due to language problem for instance) are strongly encouraged to discuss the situations with the instructor.

** **Digital Etiquette Policy:** Laptop/mobile devices are only allowed for class related learning activities (such as note taking). Off-task use of digital devices (such as SNS, games) is prohibited. Repeated violations of Digital Etiquette Policy will affect the class-participation mark.*

Case Analysis Reports (2 x 15% = 30%)

These individual, mid-semester writing assignments intend to enhance students' critical thinking skills by providing opportunities to evaluate and find strategic solutions to IHRM issues in real organisations.

Writing Assignment #1 (15%): 23:59pm, 24th March (Week 4). Submit to Moodle.

Writing Assignment #2 (15%): 23:59pm, 12th May (Week 10). Submit to Moodle.

Group Case Analysis Project (Presentation 20% + Report 10% = 30%)

During the semester, students are required to participate in one group project. The purpose of this assignment is to develop students' 1) understanding of real world issues with regard to people management in global contexts 2) collaboration skills in a small group setting, and 3) business presentation skills. The performance of the group project will be evaluated by **a)** class presentation at a tutorial session (**20%**) and **b)** written case analysis report (**10%**).

By Week 3, all students will be assigned to a small group and a week for case presentation. Class presentation will be held in tutorial sessions. A presentation outline (and/or PPT slides) must be emailed to the instructor by the day before the class presentation. The 15 minutes (25 minutes max) presentation should include 1) the summary of the case, 2) solutions/answers to the given case questions, and 3) points to further discussion. Peer evaluations will be made in tutorial sessions based on 1) the quality of content and 2) the effectiveness of delivery. Details of evaluation method will be discussed in lectures/tutorials.

Group case analysis reports (700 words limit) should be submitted at the time of the presentation.

Final Term Paper (25%)

This is to provide an opportunity for students to review what they've learned throughout the semester and apply it to real world problems. The details of the final term paper will be discussed later in the semester, in lectures/tutorials.

Quality Assurance

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

4 COURSE RESOURCES

The website for this course is on Moodle at:

<http://moodle.telt.unsw.edu.au>

The textbook for this course is:

Dowling, P., Festing, M. & Engle, A. (2013) International Human Resource Management (sixth edition). Cengage Learning.

5 COURSE EVALUATION AND DEVELOPMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's myExperience survey is one of the ways in which student evaluative feedback is gathered. In this course, we will seek your feedback through the end of semester myExperience responses and also via constant communications in and outside the classroom. Feedback from previous students indicated some of the course assignments were too challenging for undergraduate students. In response to this feedback, it was decided to change assignments and provide additional guidelines.

6 COURSE SCHEDULE

COURSE SCHEDULE				
Week/Date	Lecture Topic	Tutorial Topic	References	Other Activities/ Assessment
Week 1 Monday, 27 Feb	Introduction to the course	<i>NO TUTORIALS</i>	Textbook Ch1	N/A
Week 2 Monday, 6 Mar	Cross-National Differences in HRM	Ch1 Discussion Questions	Textbook Ch2	Introductions Groups formed
Week 3 Monday, 13 Mar	Organizational Context and IHRM	Ch2 Discussion Questions	Textbook Ch3	N/A
Week 4 Monday, 20 Mar	Cross-Border Alliances/SMEs and IHRM	Ch3 Discussion Questions	Textbook Ch4	Due: Writing Assignment #1 (24 th March)
Week 5 Monday, 27 Mar	Sourcing HR for Global Markets	Spanning The Globe (textbook p. 284)	Textbook Ch5	Presentation 1
Week 6 Monday, 3 Apr	International Performance Management	Hawthorn Arms (textbook p. 287)	Textbook Ch6	Presentation 2
Week 7 Monday, 10 April	International Training, Development and Careers	Strategic Forecasts and Staffing (textbook p. 298)	Textbook Ch7	Presentation 3
Mid-semester break: Friday, 14 – Saturday, 22 April inclusive (Tuesday, 25 April is Anzac Day public holiday)				
Week 8 Monday, 24 Apr	International Compensation	Local and International (textbook p. 305)	Textbook Ch8	Presentation 4
Week 9 Monday, 1 May	Transfer of HR Across Nations	Just Another Move to China? (textbook p. 328)	Textbook Ch3	Presentation 5
Week 10 Monday, 8 May	International Industrial Relations	Balancing Values (textbook p. 319)	Textbook Ch9	Presentation 6 Due: Writing Assignment #2 (12 th May)
Week 11 Monday, 15 May	Ethics in IHRM	Wolfgang's Balancing Act (textbook p. 289)	Textbook Ch10	Presentation 7
Week 12 Monday, 22 May	Course Summary	Selected Discussion Questions	N/A	N/A
Week 13 Monday, 29 May	<i>NO LECTURES</i>	Course Review	N/A	Course Q&A

PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT

7 PROGRAM LEARNING GOALS AND OUTCOMES

The Business School Program Learning Goals reflect what we want all students to BE or HAVE by the time they successfully complete their degree, regardless of their individual majors or specialisations. For example, we want all our graduates to HAVE a high level of business knowledge, and a sound awareness of ethical, social, cultural and environmental implications of business. As well, we want all our graduates to BE effective problem-solvers, communicators and team participants. These are our overall learning goals for you and are sought after by employers.

You can demonstrate your achievement of these goals by the specific outcomes you achieve by the end of your degree (e.g. be able to analyse and research business problems and propose well-justified solutions). Each course contributes to your development of two or more program learning goals/outcomes by providing opportunities for you to practise these skills and to be assessed and receive feedback.

Program Learning Goals for undergraduate and postgraduate students cover the same key areas (application of business knowledge, critical thinking, communication and teamwork, ethical, social and environmental responsibility), which are key goals for all Business students and essential for success in a globalised world. However, the specific outcomes reflect different expectations for these levels of study.

We strongly advise you to choose a range of courses which assist your development of these skills, e.g., courses assessing written and oral communication skills, and to keep a record of your achievements against the Program Learning Goals as part of your portfolio.

Business Undergraduate Program Learning Goals and Outcomes

1. Knowledge: Our graduates will have in-depth disciplinary knowledge applicable in local and global contexts.

You should be able to select and apply disciplinary knowledge to business situations in a local and global environment.

2. Critical thinking and problem solving: Our graduates will be critical thinkers and effective problem solvers.

You should be able to identify and research issues in business situations, analyse the issues, and propose appropriate and well-justified solutions.

3. Communication: Our graduates will be effective professional communicators.

You should be able to:

- a. Prepare written documents that are clear and concise, using appropriate style and presentation for the intended audience, purpose and context, and
- b. Prepare and deliver oral presentations that are clear, focused, well-structured, and delivered in a professional manner.

4. Teamwork: Our graduates will be effective team participants.

You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team's processes and ability to achieve outcomes.

5. Ethical, social and environmental responsibility: Our graduates will have a sound awareness of the ethical, social, cultural and environmental implications of business practice.

You will be able to:

- a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
- b. Identify social and cultural implications of business situations.

8 ACADEMIC HONESTY AND PLAGIARISM

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see: <https://student.unsw.edu.au/plagiarism> as well as the guidelines in the online ELISE tutorials for all new UNSW students: <http://subjectguides.library.unsw.edu.au/elise>

To see if you understand plagiarism, do this short quiz:

<https://student.unsw.edu.au/plagiarism-quiz>

For information on how to acknowledge your sources and reference correctly, see: <https://student.unsw.edu.au/harvard-referencing>

For the *Business School Harvard Referencing Guide*, see the [Business Referencing and Plagiarism](#) webpage (Business >Students>Learning support> Resources>Referencing and plagiarism).

For information for staff on how UNSW defines plagiarism, the types of penalties that apply and the protocol around handling plagiarism cases, see:

<https://www.gs.unsw.edu.au/policy/documents/plagiarismpolicy.pdf>

<https://www.gs.unsw.edu.au/policy/documents/plagiarismprocedure.pdf>

<https://www.gs.unsw.edu.au/policy/studentmisconductprocedures.html>

9 STUDENT RESPONSIBILITIES AND CONDUCT

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.

Information and policies on these topics can be found in UNSW Current Students 'Managing your Program' webpages: <https://student.unsw.edu.au/program>.

9.1 Workload

It is expected that you will spend at least **nine to ten hours** per week studying this course. This time should be made up of reading, research, working on exercises and problems, online activities and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater. Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

We strongly encourage you to connect with your **Moodle course websites** in the **first week of semester**. Local and international research indicates that students who engage early and often with their course website are more likely to pass their course.

Information on expected workload: <https://student.unsw.edu.au/uoc>

9.2 Attendance

Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than 80% of scheduled classes they may be refused final assessment. For more information, see: <https://student.unsw.edu.au/attendance>

9.3 General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: <https://student.unsw.edu.au/conduct>

9.4 Health and Safety

UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see <http://safety.unsw.edu.au>.

9.5 Keeping Informed

You should take note of all announcements made in lectures, tutorials or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details.

10 SPECIAL CONSIDERATION

You must submit all assignments and attend all examinations scheduled for your course. You should seek assistance early if you suffer illness or misadventure which affects your course progress.

General Information on Special Consideration for undergraduate and postgraduate courses:

1. All applications for special consideration must be **lodged online through myUNSW within 3 working days of the assessment** (Log into myUNSW and go to My Student Profile tab > My Student Services > Online Services > Special Consideration). You will then need to submit the originals or certified copies of your completed Professional Authority form (pdf - download here) and other supporting documentation to Student Central. For more information, please study carefully in advance the instructions and conditions at: <https://student.unsw.edu.au/special-consideration>

2. Please note that documentation may be checked for authenticity and the submission of false documentation will be treated as academic misconduct. The School may ask to see the original or certified copy.
3. Applications will **not** be accepted by teaching staff. The lecturer-in-charge will be automatically notified when you lodge an online application for special consideration.
4. Decisions and recommendations are only made by lecturers-in-charge (or by the Faculty Panel in the case of final exam special considerations), **not** by tutors.
5. Applying for special consideration **does not** automatically mean that you will be granted a supplementary exam or other concession.
6. Special consideration requests **do not allow** lecturers-in-charge to award students additional marks.

Business School Protocol on requests for Special Consideration for Final Exams:

The lecturer-in-charge will need to be satisfied on each of the following before supporting a request for special consideration:

1. Does the medical certificate contain all relevant information? For a medical certificate to be accepted, the degree of illness, and impact on the student, must be stated by the medical practitioner (severe, moderate, mild). A certificate without this will not be valid.
2. Has the student performed satisfactorily in the other assessment items? Satisfactory performance would require at least 50 total assignment marks (out of 100) and meeting the obligation to have attended 80% of tutorials.
3. Does the student have a history of previous applications for special consideration? A history of previous applications may preclude a student from being granted special consideration.

Special Consideration and the Final Exam in undergraduate and postgraduate courses:

Applications for special consideration in relation to the final exam are considered by a Business School Faculty panel to which lecturers-in-charge provide their recommendations for each request. If the Faculty panel grants a special consideration request, this will entitle the student to sit a supplementary examination. No other form of consideration will be granted. The following procedures will apply:

1. Supplementary exams will be scheduled centrally and will be held approximately two weeks after the formal examination period. The dates for Business School supplementary exams for Semester 1, 2017 are:

Tuesday, 11 July 2017 Exams for the School of Accounting, Marketing

Wednesday, 12 July 2017 Exams for the School of Banking and Finance, Management, Risk and Actuarial Studies

Thursday, 13 July 2017 Exams for the School of Economics, Taxation and Business Law, Information Systems

If a student lodges a special consideration for the final exam, they are stating they will be available on the above dates. **Supplementary exams will not be held at any other time.**

2. Where a student is granted a supplementary examination as a result of a request for special consideration, the student's original exam (if completed) will be ignored and only the mark achieved in the supplementary examination will count towards the final grade. Absence from a supplementary exam without prior notification does not entitle the student to have the original exam paper marked, and may result in a zero mark for the final exam.

The Supplementary Exam Protocol for Business School students is available at:
<http://www.business.unsw.edu.au/suppexamprotocol>

Special consideration and assessments other than the Final Exam in undergraduate courses:

Refer to advice under the heading **General information on special consideration for undergraduate and postgraduate courses** above.

11 STUDENT RESOURCES AND SUPPORT

The University and the Business School provide a wide range of support services for students, including:

- **Business School Education Development Unit (EDU)**
<https://www.business.unsw.edu.au/students/resources/learning-support>
The EDU offers academic writing, study skills and maths support specifically for Business students. Services include workshops, online resources, and individual consultations. EDU Office: Level 1, Room 1033, Quadrangle Building. Phone: 9385 7577 or 9385 4508; Email: edu@unsw.edu.au.
- **Business Student Centre**
<https://www.business.unsw.edu.au/students/resources/student-centre>
Provides advice and direction on all aspects of admission, enrolment and graduation. Office: Level 1, Room 1028 in the Quadrangle Building; Phone: 9385 3189.
- **Moodle eLearning Support**
For online help using Moodle, go to: <https://student.unsw.edu.au/moodle-support>. For technical support, email: itservicecentre@unsw.edu.au; Phone: 9385 1333.
- **UNSW Learning Centre**
www.lc.unsw.edu.au
Provides academic skills support services, including workshops and resources, for all UNSW students. See website for details.
- **Library services and facilities for students**
<https://www.library.unsw.edu.au/study/services-for-students>
- **IT Service Centre:**
<https://www.it.unsw.edu.au/students/index.html>
Provides technical support to troubleshoot problems with logging into websites, downloading documents, etc. Office: UNSW Library Annexe (Ground floor). Phone: 9385 1333.
- **UNSW Counselling and Psychological Services**

<https://student.unsw.edu.au/wellbeing>

Provides support and services if you need help with your personal life, getting your academic life back on track or just want to know how to stay safe, including free, confidential counselling. Office: Level 2, East Wing, Quadrangle Building; Phone: 9385 5418; Email: counselling@unsw.edu.au

- **Disability Support Services**

<https://student.unsw.edu.au/disability>

Provides assistance to students who are trying to manage the demands of university as well as a health condition, learning disability or have personal circumstances that are having an impact on their studies. Office: Ground Floor, John Goodsell Building; Phone: 9385 4734; Email: disabilities@unsw.edu.au