



UNSW Course Outline

MGMT3702 International Human Resource Management - 2024

Published on the 25 Aug 2024

General Course Information

Course Code : MGMT3702

Year : 2024

Term : Term 3

Teaching Period : T3

Is a multi-term course? : No

Faculty : UNSW Business School

Academic Unit : School of Management and Governance

Delivery Mode : In Person

Delivery Format : Standard

Delivery Location : Kensington

Campus : Sydney

Study Level : Undergraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

In this course, you will gain the competencies necessary to effectively navigate and manage human resources management strategies and practices in diverse global contexts. Whether you're aspiring to a leadership role in a multinational corporation or initiating a globally

connected startup. International Human Resource Management provides you with in-depth insights and skills into international staffing, training, development, performance assessment, and compensation strategies. Furthermore, you will gain knowledge to cultivate your own global career path.

Course Aims

Equip students with the skills to effectively manage a globalised workforce by examining cross-national differences and challenges in HR management. Focus on understanding and integrating diverse HR processes and systems within the realm of international business, fostering competence in managing human resources across national boundaries.

Relationship to Other Courses

International Human Resource Management is at the intersection of Human Resource Management and International Business. It is a critical course for both students interested in how to manage people and how to do so in the international business context, which, in our increasingly global era, which is critical for most businesses. This course is therefore offered as one of the electives in the Human Resource Management major and the International Business major.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Evaluate cross-national differences of culture and institutions affecting international human resource management (IHRM).	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO6 : Global and Cultural Competence
CLO2 : Solve international human resource management problems. For example, international staffing, training, performance and compensation.	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO5 : Responsible Business Practice• PLO6 : Global and Cultural Competence
CLO3 : Deploy frameworks and course tools to evaluate how to engage in international human resource management practices in an ethical, responsible and sustainable way.	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO5 : Responsible Business Practice
CLO4 : Conduct research on international human resource management strategies and practices.	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO3 : Business Communication• PLO6 : Global and Cultural Competence
CLO5 : Present oral and written information effectively to address a diverse professional audience.	<ul style="list-style-type: none">• PLO3 : Business Communication• PLO6 : Global and Cultural Competence

Course Learning Outcomes	Assessment Item
CLO1 : Evaluate cross-national differences of culture and institutions affecting international human resource management (IHRM).	<ul style="list-style-type: none"> • HRM Country Profile Report • HRM Global Analysis Report • In-Class activities and role plays
CLO2 : Solve international human resource management problems. For example, international staffing, training, performance and compensation.	<ul style="list-style-type: none"> • HRM Global Analysis Report • In-Class activities and role plays
CLO3 : Deploy frameworks and course tools to evaluate how to engage in international human resource management practices in an ethical, responsible and sustainable way.	<ul style="list-style-type: none"> • HRM Country Profile Report • HRM Global Analysis Report • In-Class activities and role plays
CLO4 : Conduct research on international human resource management strategies and practices.	<ul style="list-style-type: none"> • HRM Country Profile Report • HRM Global Analysis Report • In-Class activities and role plays
CLO5 : Present oral and written information effectively to address a diverse professional audience.	<ul style="list-style-type: none"> • HRM Country Profile Report • HRM Global Analysis Report • In-Class activities and role plays

Learning and Teaching Technologies

Moodle - Learning Management System | Echo 360

Learning and Teaching in this course

We will be taking a strongly active, adult-learning-centred approach to the course theory, application and activities, with a view to encouraging a positive and interactive discussion-based teaching and learning environment. In order to succeed, you will need to be an active participant in the course, as well as in the progress of your own learning. We expect that you to read materials provided prior to the classes where they will be discussed. You should think about it, reflect on it, and ask yourself questions to better understand and critique the concepts and their application to modern organisations. Lecture slides, various cases and any associated support material will be posted on the course Moodle page.

Tutorials are a major part of the course and students will be assessed at 40%. It is important to not only attend but to prepare in advance and participate actively and collaboratively.

A group assignment will be at the end. As adults, we recognize the importance of being responsible and collaborative.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
HRM Country Profile Report Assessment Format: Individual Short Extension: Yes (2 days)	30%	Due Date: 11/10/2024 05:00 PM	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication• PLO5 : Responsible Business Practice• PL06 : Global and Cultural Competence
HRM Global Analysis Report Assessment Format: Group Short Extension: Yes (2 days)	30%	Start Date: Not Applicable Due Date: 22/11/2024 05:00 PM	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication• PLO5 : Responsible Business Practice• PL06 : Global and Cultural Competence
In-Class activities and role plays Assessment Format: Individual	40%	Start Date: Not Applicable Due Date: Not Applicable	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication• PLO5 : Responsible Business Practice• PL06 : Global and Cultural Competence

Assessment Details

HRM Country Profile Report

Assessment Overview

National analysis on HRM issue - Week 5

Assesses PLO1, PLO3, PLO5 and PLO6

BCom students: myBcom course points for PLO2

Course Learning Outcomes

- CL01 : Evaluate cross-national differences of culture and institutions affecting international human resource management (IHRM).

- CLO3 : Deploy frameworks and course tools to evaluate how to engage in international human resource management practices in an ethical, responsible and sustainable way.
- CLO4 : Conduct research on international human resource management strategies and practices.
- CLO5 : Present oral and written information effectively to address a diverse professional audience.

Detailed Assessment Description

HRM Country Profile Report on Staffing.

You have been asked to conduct a report on staffing differences between Australia and a foreign country for a firm that is considering opening an office in the respective foreign country. Using publicly available information, your assignment is to answer the following:

1. What are political, economic, and sociocultural differences between Australia and the target country?
2. How do these differences create problems in staffing (recruitment, selection and/or placement) for an Australian firm operating in the country?
3. What are the options in addressing the problems? How do each of the options address the practical and ethical concerns in staffing?

Students must write a complete essay (not an outline) in no more than 2,000 words. You will be assessed on four criteria:

1. Are you **properly applying frameworks** on how to assess political, economic, and sociocultural differences between countries and their application for international human resource management?
2. Are you **rigorously examining the problem** relating to the cross-national differences and their application for international human resource management?
3. Are you **considering both practical and ethical concerns** when addressing the problem and potential solutions?
4. Are you conveying your ideas in a **clear and concise way**?

More details are available on Moodle.

Assessment Length

3000 words, not including citations and references

Assessment information

See Moodle for details

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Generative AI Permission Level

Planning/Design Assistance

You are permitted to use generative AI tools, software or services to generate initial ideas, structures, or outlines. However, you must develop or edit those ideas to such a significant extent that what is submitted is your own work, i.e., what is generated by the tool, software or service should not be a part of your final submission. You should keep copies of your iterations to show your Course Authority if there is any uncertainty about the originality of your work.

If your Convenor has concerns that your answer contains passages of AI-generated text or media that have not been sufficiently modified you may be asked to explain your work, but we recognise that you are permitted to use AI generated text and media as a starting point and some traces may remain. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

For more information on Generative AI and permitted use please see [here](#).

Your final written work must not use any generative AI.

HRM Global Analysis Report

Assessment Overview

Global analysis on on HRM issue

Assesses PLO1-PLO3, PLO5 and PLO6

Course Learning Outcomes

- CLO1 : Evaluate cross-national differences of culture and institutions affecting international human resource management (IHRM).
- CLO2 : Solve international human resource management problems. For example, international staffing, training, performance and compensation.
- CLO3 : Deploy frameworks and course tools to evaluate how to engage in international

human resource management practices in an ethical, responsible and sustainable way.

- CLO4 : Conduct research on international human resource management strategies and practices.
- CLO5 : Present oral and written information effectively to address a diverse professional audience.

Detailed Assessment Description

HRM Global Analysis Report on Multiple HR Practices.

This is a group assignment for three students (with a rare case of four students only to balance registration numbers).

You have been asked to conduct a report on differences in compensation and benefits, performance management, training and development and/or labour relations between Australia and a group of foreign countries that a firm is considering opening offices in a few respective foreign countries. The foreign countries are the respective countries that individuals within the group worked on for the individual assignment. Using publicly available information, your assignment is to answer the following:

1. What are political, economic, and sociocultural differences between Australia and the other countries?
2. How do these differences create problems in compensation and benefits, performance management, training and development, labour relations and/or diversity relations for an Australian firm operating in the country?
3. What are the options in addressing the problems? How do each of the options address the practical and ethical concerns in?

Students, as a group, must write a complete essay (not an outline) in no more than 3,500 words.

You will need to discuss two of the following topics:

1. Compensation & Benefits
2. Performance Management
3. Training & Development
4. Labour Relations
5. Diversity

You will be assessed on four criteria:

1. Are you **properly applying frameworks** on how to assess political, economic, and sociocultural differences between countries and their application for international human resource management?
2. Are you **rigorously examining the problem** relating to the cross-national differences and their application for international human resource management?
3. Are you **considering both practical and ethical concerns** when addressing the problem and potential solutions?
4. Are you conveying your ideas in a **clear and concise way**?

More details are available on Moodle.

Assessment Length

3500 words

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Generative AI Permission Level

Planning/Design Assistance

You are permitted to use generative AI tools, software or services to generate initial ideas, structures, or outlines. However, you must develop or edit those ideas to such a significant extent that what is submitted is your own work, i.e., what is generated by the tool, software or service should not be a part of your final submission. You should keep copies of your iterations to show your Course Authority if there is any uncertainty about the originality of your work.

If your Convenor has concerns that your answer contains passages of AI-generated text or media that have not been sufficiently modified you may be asked to explain your work, but we recognise that you are permitted to use AI generated text and media as a starting point and some traces may remain. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

For more information on Generative AI and permitted use please see [here](#).

In-Class activities and role plays

Assessment Overview

Week 4 (In tutorial)

Assesses weeks 1-3 (knowledge) 15%

Weeks 8 - 9 (In tutorial)

Assesses weeks 4-7 (active, applications) - Role play 25%

Assesses PLO1-PLO3, PLO5 and PLO6

Course Learning Outcomes

- CLO1 : Evaluate cross-national differences of culture and institutions affecting international human resource management (IHRM).
- CLO2 : Solve international human resource management problems. For example, international staffing, training, performance and compensation.
- CLO3 : Deploy frameworks and course tools to evaluate how to engage in international human resource management practices in an ethical, responsible and sustainable way.
- CLO4 : Conduct research on international human resource management strategies and practices.
- CLO5 : Present oral and written information effectively to address a diverse professional audience.

Detailed Assessment Description

Students will be assessed in two waves.

Week 4: Report on Political, Economic and Sociocultural Environmental impact on HRM

Students will be asked a set of impromptu questions about the environmental conditions of certain countries and how they impact HRM practices. In Week 3, students will engage in a similar activity, which will provide an opportunity to practice.

Week 8&9: HR Manager Report on Role-play

Students will participate in a role-play activity involving an HR manager and other stakeholders involved in staffing, compensation & benefits, performance management and training & development activities. After the role-play activity, representatives of the role-play (the HR managers) will present the experience. In Weeks 5 & 7, students will engage in practice activities. In Weeks 8 and 9, the presentations of the experiences from the role-play activities in Weeks 8 & 9 will be assessed. Students will only present once and be assessed once in Week 8 and 9.

For both activities, students will be assessed based on knowledge of frameworks, rigor of presentation and oral communication ability.

Assessment Length

N/A- in class activities.

Assignment submission Turnitin type

Not Applicable

Generative AI Permission Level

Not Applicable

Generative AI is not considered to be of assistance to you in completing this assessment. If you do use generative AI in completing this assessment, you should attribute its use.

For more information on Generative AI and permitted use please see [here](#).

General Assessment Information

Please refer to Moodle for more information.

Grading Basis

Standard

Requirements to pass course

An overall mark of 50/100.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 9 September - 15 September	Lecture	Introduction to the course. We will discuss why we study IHRM, what is IHRM, our learning goals, and our assessments.
	Tutorial	Students will be assigned to a project team and will need to select the country for their report.
Week 2 : 16 September - 22 September	Lecture	The political and economic environment. We will discuss broadly how the political and economic environments shape human resource management practices. We will introduce different ways of comparing environments and how they may have broad impacts on human resource management practices.
	Tutorial	Researching the political, economic and cultural environment. Students will explore how to research information on comparing countries based on politics, economics and culture and how to apply that information to HR management. Students are encouraged to conduct research online ahead of the tutorial.
Week 3 : 23 September - 29 September	Lecture	The sociocultural environment We will discuss broadly how culture shapes human resource management practices and how culture varies across locations. We will introduce different ways of comparing cultural environments and how they may have broad impacts on human resource management practices.
	Tutorial	Reporting research results. Practice. Students will report the results of their research in an in-class activity on comparing environmental influences on HRM practices. Students are encouraged to conduct research online ahead of the tutorial.
Week 4 : 30 September - 6 October	Lecture	International Staffing This is the first of our series of practice-specific lectures. We will briefly introduce staffing (recruiting, selection and placement), how the political, economic and sociocultural environment may shape staffing, and how multinational firms can manage differences between locations.
	Tutorial	Reporting research results. Assessed. Students will report the results of their research in an in-class activity on comparing environmental influences on HRM practices. Students are encouraged to conduct research online ahead of the tutorial.
	Assessment	Knowledge of the international environment and its impact on HRM practices. Students will report the results of their research in an in-class activity on comparing environmental influences on HRM practices. 15% of their overall marks will be assessed during this activity. Students are encouraged to conduct research online ahead of the tutorial.
Week 5 : 7 October - 13 October	Lecture	International Compensation & Benefits We will briefly introduce compensation and benefits, how the political, economic and sociocultural environment may shape compensation and benefits practices, and how multinational firms can manage differences between locations.
	Tutorial	Role-playing Activity Practice: Staffing Students will be engaged in a role-playing activity with HRM managers and other stakeholders to manage international staffing-related issues.
	Assessment	Assessment 1 (an individual report), will be due at the end of the week. Please see Moodle for details.
Week 6 : 14 October - 20 October	Other	Reading Week
	Other	Flexibility week (no classes)
Week 7 : 21 October - 27 October	Lecture	International Performance Management We will briefly introduce performance management, how the political, economic and sociocultural environment may shape performance management practices, and how multinational firms can manage differences between locations.
	Tutorial	Role-playing Activity Practice: Compensation Benefits Students will be engaged in a role-playing activity with HRM managers and other stakeholders to manage international compensation and benefits related issues.
Week 8 : 28 October - 3 November	Lecture	International Training & Development We will briefly introduce training and development, how the political,

		economic and sociocultural environment may shape training and development practices, and how multinational firms can manage differences between locations.
	Tutorial	Role-playing Activity (with Assessment): Performance Management Students will be engaged in a role-playing activity with HRM managers and other stakeholders to manage international performance management issues.
	Assessment	Role-playing Activity (with Assessment): Performance Management Students will be engaged in a role-playing activity with HRM managers and other stakeholders to manage international performance management issues. This will be an assessment of 25% of overall marks. 1/2 of the students will be assessed this week.
Week 9 : 4 November - 10 November	Lecture	Group Relations in the International Context We will briefly introduce labour relations and diversity, how the political, economic and sociocultural environment may shape labour relations and diversity relations issues, and how multinational firms can manage differences between locations.
	Tutorial	Role-playing Activity (with Assessment): Training & Development Students will be engaged in a role-playing activity with HRM managers and other stakeholders to manage international training & development issues. This will be an assessment of 25% of overall marks. 1/2 of the students will be assessed this week.
	Assessment	Role-playing Activity (with Assessment): Training & Development Students will be engaged in a role-playing activity with HRM managers and other stakeholders to manage international training & development issues. This will be an assessment of 25% of overall marks. 1/2 of the students will be assessed this week.
Week 10 : 11 November - 17 November	Lecture	International Careers We will discuss international careers and how to navigate them, regardless of whether you predominantly stay put in Australia, go back home to another country, or live the life of an expatriate.
	Tutorial	Group Relations and International Careers We will engage in a labour-relations role-play and discuss international careers.
Week 11 : 18 November - 24 November	Assessment	The Group Analysis Report will be due at the end of Week 11. Please read Moodle for more details.

Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

General Schedule Information

Tutorial participation represents 40% of all marks. Although participation marks are not based on attendance, in-class assessments will require attendance, preparation before attendance, and active participation.

Course Resources

Prescribed Resources

There are no mandatory textbooks. However, the following resource is useful.

Textbook:

Lazarova, M., Thomas, D.C. & Farndale, E. 2021. Essentials of International Human Resource Management: Managing People Globally, 2nd ed.

Please refer to the course Moodle site for further information about required readings. There will be required readings each week and there will also be required self-search of materials through the library system.

Course Evaluation and Development

This course is continually being refined through a sustained process of stakeholder consultation, planning, and course redesign. This version of the course is the product of a major redesign, in collaboration with the Business faculty Education Design Support Team. The redesign was in response to student feedback that wanted far more authenticity and interactivity. We welcome all feedback to make this newly designed course even better in the future.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Lecturer	Josh Keller		Office hours by appointment (located on Kensington campus)			No	Yes
Tutor	Aline Elias					No	No
	Amrita Gautam					No	No

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [Policies and Guidelines](#) page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [Policies and Guidelines](#) page. For PG Research PLOs, including MPDBS, please refer to [UNSW HDR learning outcomes](#).

Academic Honesty and Plagiarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Code of Conduct](#) with respect to academic integrity, the University may take disciplinary action. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Code of Conduct, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SHORT EXTENSIONS

Short Extension is a new process that allows you to apply for an extended deadline on your assessment without the need to provide supporting documentation, offering immediate approval during brief, life-disrupting events. Requests are automatically approved once submitted.

Short extensions are ONLY available for some assessments. Check your course outline or Moodle to see if this is offered for your assessments. Where a short extension exists, all students enrolled in that course in that term are eligible to apply. Further details are available the [UNSW Current Students](#) page.

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable.

Applications can only be made online and will NOT be accepted by teaching staff. Applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application. The majority of applications will be processed within 3-5 working days.

For further information, and to apply, see Special Consideration on the UNSW [Current Students](#) page.

LATE SUBMISSION PENALTIES

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. In the case of an approved Equitable Learning Plan (ELP) provision, special consideration or short extension, the late penalty applies from the date of approved time extension. After five days from the extended deadline, the assessment cannot be submitted.

An assessment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assessment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with

feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).
- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

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.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.