



## UNSW Course Outline

# MGMT5949 International Human Resource Management - 2024

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## General Course Information

Course Code : MGMT5949

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 : Postgraduate

Units of Credit : 6

### Useful Links

[Handbook Class Timetable](#)

## Course Details & Outcomes

### Course Description

This course examines both applied and theoretical perspectives of 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. We look at the diverse ways to

conceptualize cross-national differences and challenges facing the management of multinational firms.

## **Course Aims**

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.

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

## **Relationship to Other Courses**

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

# Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Explain how cross-national differences of culture and institutions affect human resource management of multinational firms	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO6 : Global and Cultural Competence</li></ul>
CLO2 : Analyse business cases of international human resource management	<ul style="list-style-type: none"><li>• PLO2 : Problem Solving</li></ul>
CLO3 : Evaluate diverse perspectives on international human resource management practice	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO5 : Responsible Business Practice</li></ul>
CLO4 : Communicate effectively verbally and in writing, using discipline-specific terminology	<ul style="list-style-type: none"><li>• PLO3 : Business Communication</li></ul>

Course Learning Outcomes	Assessment Item
CLO1 : Explain how cross-national differences of culture and institutions affect human resource management of multinational firms	<ul style="list-style-type: none"><li>• Country Profile Report</li><li>• Case Analysis</li></ul>
CLO2 : Analyse business cases of international human resource management	<ul style="list-style-type: none"><li>• Capstone Case Study</li><li>• Participation</li><li>• Case Analysis</li></ul>
CLO3 : Evaluate diverse perspectives on international human resource management practice	<ul style="list-style-type: none"><li>• Participation</li><li>• Case Analysis</li></ul>
CLO4 : Communicate effectively verbally and in writing, using discipline-specific terminology	<ul style="list-style-type: none"><li>• Country Profile Report</li><li>• Capstone Case Study</li><li>• Participation</li></ul>

## 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 encourage 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 you to read the 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.

Lectures will be delivered face-to-face and the lecture slides will be made available at the end of each week. Tutorials are largely activity-based and, in order to foster group and class discussion and interactivity, will be delivered synchronously (i.e. at the specified time listed in the course timetable).

# Assessments

## Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Country Profile Report Assessment Format: Individual	20%	Start Date: Not Applicable Due Date: 04/10/2024 04:00 PM	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO3 : Business Communication</li><li>• PLO6 : Global and Cultural Competence</li></ul>
Case Analysis Assessment Format: Individual	40%	Start Date: Not Applicable Due Date: 01/11/2024 04:00 PM	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO5 : Responsible Business Practice</li><li>• PLO6 : Global and Cultural Competence</li></ul>
Capstone Case Study Assessment Format: Individual	30%	Start Date: Not Applicable Due Date: 22/11/2024 04:00 PM	<ul style="list-style-type: none"><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li></ul>
Participation Assessment Format: Group	10%	Start Date: Not Applicable Due Date: Not Applicable	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO3 : Business Communication</li><li>• PLO6 : Global and Cultural Competence</li></ul>

## Assessment Details

### Country Profile Report

#### Assessment Overview

Part 1. An overview of the national cultural environment of your allotted country, with reference to the cultural frameworks discussed on the course.

Part 2. Reflection on how the cultural environment outlined in the first part of your assignment might impact upon HR functions and practices.

### **Course Learning Outcomes**

- CL01 : Explain how cross-national differences of culture and institutions affect human resource management of multinational firms
- CL04 : Communicate effectively verbally and in writing, using discipline-specific terminology

### **Detailed Assessment Description**

The assessment task requires students to prepare a brief country profile. The allocation of a country per student will be made randomly. For details, refer to assessment guidelines on Moodle.

### **Assessment Length**

900 words

### **Assignment submission Turnitin type**

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

### **Generative AI Permission Level**

#### **Simple Editing Assistance**

In completing this assessment, you are permitted to use standard editing and referencing functions in the software you use to complete your assessment. These functions are described below. You must not use any functions that generate or paraphrase passages of text or other media, whether based on your own work or not.

If your Convenor has concerns that your submission contains passages of AI-generated text or media, you may be asked to account for your work. 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](#).

## **Case Analysis**

### **Assessment Overview**

Choose two cases from the list provided. Start by overviewing some of the concepts/arguments relating to the HR function your cases deal with (e.g., performance management/expat mobility etc), using peer-reviewed journal articles to support your discussion (approx. 200-300 words). Then go on to address the question(s) accompanying your chosen cases.

### **Course Learning Outcomes**

- CL01 : Explain how cross-national differences of culture and institutions affect human resource management of multinational firms

- CLO2 : Analyse business cases of international human resource management
- CLO3 : Evaluate diverse perspectives on international human resource management practice

### **Detailed Assessment Description**

Students will have the option to choose any two cases from the given list. Please refer to the assessment guidelines on Moodle for more information.

### **Assessment Length**

2 X 900 words (1800 words)

### **Assignment submission Turnitin type**

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

### **Generative AI Permission Level**

#### **Simple Editing Assistance**

In completing this assessment, you are permitted to use standard editing and referencing functions in the software you use to complete your assessment. These functions are described below. You must not use any functions that generate or paraphrase passages of text or other media, whether based on your own work or not.

If your Convenor has concerns that your submission contains passages of AI-generated text or media, you may be asked to account for your work. 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.

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## **Capstone Case Study**

### **Assessment Overview**

Read the case thoroughly before answering the five questions.

Be critical and analytical. If you aim to receive a high mark, you should go beyond a simple summarisation/paraphrasing of what is already written in the case materials and discuss the questions in relation to the theories, concepts, and content of the course.

### **Course Learning Outcomes**

- CLO2 : Analyse business cases of international human resource management
- CLO4 : Communicate effectively verbally and in writing, using discipline-specific terminology

### **Detailed Assessment Description**

Students must answer all five questions and support the discussion/answer with peer-reviewed

citations throughout. Please refer to the assessment guidelines for more information.

#### **Assessment Length**

1500-1700 words

#### **Assignment submission Turnitin type**

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

#### **Generative AI Permission Level**

##### **Simple Editing Assistance**

In completing this assessment, you are permitted to use standard editing and referencing functions in the software you use to complete your assessment. These functions are described below. You must not use any functions that generate or paraphrase passages of text or other media, whether based on your own work or not.

If your Convenor has concerns that your submission contains passages of AI-generated text or media, you may be asked to account for your work. 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.

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## **Participation**

#### **Assessment Overview**

Active involvement in class discussions including a short presentation to class of the findings from your Country Profile Report.

#### **Course Learning Outcomes**

- CLO2 : Analyse business cases of international human resource management
- CLO3 : Evaluate diverse perspectives on international human resource management practice
- CLO4 : Communicate effectively verbally and in writing, using discipline-specific terminology

#### **Assignment submission Turnitin type**

Not Applicable

#### **Generative AI Permission Level**

##### **No Assistance**

This assessment is designed for you to complete without the use of any generative AI. You are not permitted to use any generative AI tools, software or service to search for or generate

information or answers.

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

## General Assessment Information

### Grading Basis

Standard

## Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 9 September - 15 September	Lecture	Introduction to the course. What is IHRM?
	Assessment	Students will receive their country allocation for Assignment One.
Week 2 : 16 September - 22 September	Lecture	The cultural context of IHRM.
Week 3 : 23 September - 29 September	Lecture	The institutional and organisational context of IHRM.
Week 4 : 30 September - 6 October	Lecture	Staffing in MNCs.
	Assessment	Assignment 1: Due Friday 4th October 2024 at 4 PM. See A1 guidelines on Moodle for more details.
Week 5 : 7 October - 13 October	Lecture	International mobility and managing expatriates.
Week 6 : 14 October - 20 October	Other	Study Week
Week 7 : 21 October - 27 October	Lecture	Training and Development.
Week 8 : 28 October - 3 November	Lecture	Global Performance Management.
	Assessment	Assessment 2: Due Friday 1st November at 4 PM. See A2 guidelines on Moodle for more details.
Week 9 : 4 November - 10 November	Lecture	Global Compensation Management.
Week 10 : 11 November - 17 November	Lecture	International Industrial Relations & Ethical Management.

## Attendance Requirements

Please note that lecture recordings are not available for this course. Students are strongly encouraged to attend all classes and contact the Course Authority to make alternative arrangements for classes missed.

## Course Resources

### Prescribed Resources

Textbook:

Lazarova, M., Thomas, D. C., & Farndale, E. (2021). *Essentials of international human resource management: Managing people globally*. Edward Elgar Publishing.

The textbook is available as an e-book or hardcopy from the publisher. It is highly recommended that you purchase a copy of the textbook.



Please refer to the course Moodle site for further information and resources.

## 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.

MyExperience student surveys drive the improvements we make in the course. Recent changes include:

- A new updated version of the textbook has been adopted to better reflect current practices.
- Engagement activities have also been updated.

## Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Lecturer	Amrita Gautam		Level 5, School of Business (E12)	Use email.	Email for consultation.	Yes	Yes
Tutor	Blake Pepper		Level 5, School of Business (E12)	Use email.	By appointment	No	No
	Brock Hunter		Level 5, School of Business (E12)	Use email.	By appointment	No	No
	James Anderson		Level 5, School of Business (E12)	Use email.	By appointment	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.