

IRHR3540: International Human Resource Management 2023



MISSION: Our mission is to advance responsible and impactful business knowledge. To achieve our mission, we develop life ready graduates and build global and local partnerships through ethical and innovative practices

OVERVIEW

Course Description

The course aims to develop a critical understanding of the role and functions of the various human resource activities within multinational corporations (MNC). It provides an overview of the impact of globalisation and varieties of capitalism in shaping international human resource management practices in MNCs. In doing so, the course addresses the literature in international human resource management (IHRM) and the strategic management of human resources in MNCs. The field of IHRM is a relatively new area of academic/professional interest and the course will draw on case studies and selected readings. Case studies will be used to expose students to the various human resource management issues in the management of people in MNCs in an international context.

Contact Hours

Integrated Learning Session

Face to Face on Campus
2 hour(s) per Week for Full Term

Students are expected to complete 4 hours of guided learning via online preparation, lectures, interactive workshops, tutorials, discussion groups or self-directed learning and an additional 6 hours of independent study per week.

Unit Weighting

10

Assumed Knowledge Workload

IRHR2270

Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

Please refer to the course CANVAS site for details of teaching staff for ALL course offerings. The primary contact for courses is the Course Coordinator, whose details are listed on the course CANVAS site.

Course Learning Outcomes

On successful completion of this course, students will be able to:

1. Analyse the role of the HR Manager in an international context and the issues and strategies in managing people across nations;
2. Communicate an understanding of the theories, language and human resource activities in an international context;
3. Individually and collaboratively explain and demonstrate the differences between domestic and international HRM;
4. Investigate and demonstrate an understanding of the importance of cultural sensitivity in an international assignment;
5. Critically appraise the impact of cultural and contextual factors in shaping human resource practices in MNCs; and
6. From the literature form an opinion and express a logically argued view regarding the adequacy of HR systems in international organisations.

COURSE OUTLINE

ASSESSMENT DETAILS

This course has **3** assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Cross Country Analysis	Part 1: due week 5 Part 2: due weeks 10, 11 & 12 Part 3: due Sunday - week 13 by 11:59 pm SGT	Group	30%	1, 2, 3, 4, 5, 6
2	Staffing International Operations	Sunday - Week 10 by 11:59 pm SGT	Individual	30%	1, 2, 3, 4, 5, 6
3	Final Examination	Formal Examination Period	Individual	40%	1, 2, 3, 4, 5, 6

Please note: students are advised that all assessments must be submitted in English. Assessment items not submitted in English will receive a mark of zero.

Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.

Late Submissions	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. Note: this applies equally to week and weekend days.
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Assessment 1 – Cross Country Analysis

Assessment Type	Written Assignment
Purpose	The purpose of this assignment is to introduce you to conducting research and case analysis of human resource activities within an international context.
Description	This is a comparative analysis undertaken in project groups and will involve student led interactive workshops to submit a cross country analysis report. You will be assessed on your ability to lead a discussion, research capability, and quality of structure and content.
Weighting	30%
Length	Part 1: 5%, Part 2: 15%, Part 3: 10%
Due Date	Part 1: 5 minutes, Part 2: 20 minutes, Part 3: 1500 - 2000 words Part 1: due week 5 by 11:59 pm SGT Part 2: due weeks 10, 11 & 12 by 11:59 pm SGT Part 3: due Sunday week 13 by 11:59 pm SGT
Submission Method	In Class and online Part 1 - Verbally in Workshop-Lecture – no written document required. Refer to overview provided on course CANVAS site Part 2 - Verbally in Workshop-Lecture – no written document required. Refer to overview provided on course CANVAS site Part 3 - Online through Turnitin. Only one Turnitin submission by the group member whose family name comes FIRST in the alphabet is to submit the report. NO OTHER GROUP MEMBER is required to submit anything for this assessment in Turnitin
Assessment Criteria	Discussion (leading an interactive session with class members, evidence of reading and collaborative learning). Organisation of materials and findings and delivery of such. Use of supporting materials and use of technology. Additionally, the cross-country analysis report will be assessed on structure and content. Assessment 1 marks will be individualised based on feedback received from group members about individual contribution to group work. Marks may be adjusted upwardly or downwardly. A zero mark may be given to students who made no contribution.
Return Method	In Class and online
Feedback Provided	Returned Work - Feedback will be provided to students by teaching staff. A feedback sheet will be completed and returned with your cross-country analysis report via email.

Assessment 2 - Staffing International Operations

Assessment Type	Written Assignment
Purpose	This is an individual assignment of which purpose is to introduce you to the competing interests and tensions in HRM at an international level.
Description	You will apply course content and further research to demonstrate understanding of the factors affecting staffing international operations through HRM marketing, and sound accurate advice. You will be graded on innovative capacity, presentation, quality and relevance of content and accuracy.
Weighting	30%
Length	1500 - 2000 words. Refer to overview on CANVAS.
Due Date	Sunday - Week 10 by 11:59 pm SGT
Submission Method	Online
Assessment Criteria	Refer to overview on CANVAS
Return Method	Returned Work - Assessment will be reviewed and a mark awarded online.
Feedback Provided	Returned Work - Assessment will be reviewed and a mark awarded online and feedback will be provided to students online.

Assessment 3 - Final Examination

Assessment Type	Formal Examination
Purpose	The purpose of this assessment item is to test students' cumulative intermediate knowledge of international human resource management through case studies.
Description	End of Semester Examination which will test your knowledge, analytical skills, writing ability and ability to apply the knowledge and skills you have developed in IRHR3540. This course has a RESTRICTED OPEN BOOK examination. A memory aid is permitted. The memory aid is a single double sided A4 sheet of handwritten or typed notes for use during the examination. Note: memory aids must be left on the examination table and cannot be removed from the examination venue.
Weighting	40%
Length	120 minutes
Due Date	During formal examination period
Submission Method	Formal Examination
Assessment Criteria	Online via course CANVAS site: refer to instructions on course CANVAS site under "Assessment".
Return Method	Not returned
Feedback Provided	Items not returned to students (e.g., final examination scripts) will be made available for review by students, upon request, in a controlled and monitored setting. Students are required to make requests, directly to the relevant course coordinator. Completed examination scripts are kept by the Newcastle Business School for a period of six (6) months only, from the relevant fully graded date. Requests made after the six (6) month period cannot be considered

SYLLABUS

Course Content

Topics in the course include but are not limited to the following:

1. What Is IHRM?
2. International Workplaces & Cultural Differences
3. IHRM & Corporate Strategy
4. Cross cultural Training & Development
5. Recruitment & Selection of International Employees
6. Performance Management of International Assignees
7. Compensation & Repatriation of Expatriate
8. Issues In International Industrial Relations
9. Varieties of Capitalism
10. National Business Systems
11. Cross-border Alliances
12. HRM in Host-country Context
13. Future Trends and Challenges in IHRM

Course Materials

Required Text:

Dowling, P.J., Festing, M., & Engle, A.D., Sr. (2017). *International human resource management* (7th ed.). Andover, Hampshire: Cengage Learning.

ISBN: 978-1-4737-1902-6

Please refer to the course CANVAS site for details of additional recommended texts.

SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Course Content, Schedule and Assessment Domestic HRM Compared to International HRM	Textbook Ch 1	
2	Staffing International Operations Recruitment & Selection	Textbook Ch 5	Allocate Country Cases
3	Cultural Context of IHRM	Textbook Ch 1 & 2	
4	Institutional Context of IHRM	Reading will be accessible in CANVAS	
5	Cross Border Mergers, Acquisitions, Alliances, SMEs	Textbook Ch 4	Assessment 1 due: Part 1 Week 5 - During timetabled class time
6	International Performance Management	Textbook Ch 5 & 6	
7	International Training, Development & Careers	Textbook Ch 7	
8	International Compensation Expatriate Re-entry and Career Issues	Textbook Ch 8 Access Readings through Electronic Library	
9	International Industrial Relations & Global Institutions	Textbook Ch 9	
10	Assessment 1 - Student Lead Interactive Sessions		Assessment 1 due: Part 2 Week 10 - During timetabled class time Assessment 2 due: Sunday - Week 10 by 11:59 pm SGT
11	Assessment 1 - Student Lead Interactive sessions		Assessment 1 due: Part 2 Week 11 - During timetabled class time
12	Assessment 1 - Student Lead Interactive sessions		Assessment 1 due: Part 2 Week 12 - During timetabled class time
13	IHRM Trends & Future Challenges Revision Exam Preparation	Textbook Ch 10 All chapters	Assessment 1 due: Part 3 Sunday - Week 13 by 11:59 pm SGT Refer to Overview provided on course CANVAS site. Comparative cross-country analysis due.

If a lecture/class is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site.

CONTACTS

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PSB Academy Enquiries

Log your question or request to the PSB Program Executives at the following website:
<http://www.psb-academy.edu.sg/enq>
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ADDITIONAL INFORMATION

Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

*Skills are those identified for the purposes of assessment task(s).

Communication Methods	<p>Communication methods used in this course include:</p> <ul style="list-style-type: none"> - CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site. - Email: Students will receive communications via their student email account. - Face to Face: Communication will be provided via face to face meetings or supervision.
Course Evaluation	Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.
Oral Interviews	As part of the evaluation process of any assessment item in this course an oral examination may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the <u>Oral Examination Guidelines</u> . In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the <u>Student Conduct Rule</u> .
Academic Misconduct	All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to https://policies.newcastle.edu.au/document/view-current.php?id=35 .
Adverse Circumstances	<p>The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where:</p> <ol style="list-style-type: none"> 1. the assessment item is a major assessment item; or 2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system; 3. you are requesting a change of placement; or 4. the course has a compulsory attendance requirement. <p>Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: https://policies.newcastle.edu.au/document/view-current.php?id=236</p>
Important Policy Information	The 'HELP for Students' tab in UoNline contains important information that all students should be familiar with, including various systems, policies and procedures.

This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.

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