Newcastle Business School

GSBS6007: Managing Human Resources in International Organisations
2024

OVERVIEW

Course Description
In a global marketplace where "borderless organisations" are quickly becoming the norm, employees have an increasingly important role in the cultivation of company capability. This course examines the management of people in organisations across different countries and cultures. The primary aim is to discriminate the varying roles and functions of the various HRM activities within an international context. The course considers the challenges of managing expatriates in home and host countries, in the context of multinational and transnational corporations as well as other types of international organisations. In doing so, it draws on a cross-section of the literature in human resource management, organisational behaviour and comparative management.

Contact Hours
Lecture
Face to Face On Campus three (3) hour(s) per week(s) for 12 week(s) starting in week 1.

Unit Weighting
10 units

Assumed Knowledge
GSBS6040 Human Resource Management.

Workload
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. Differentiate between and asses the key HRM issues arising from organisations operating in an international context;
2. Recognise and evaluate the key requirements for managing people in an international context;
3. Describe the impact that culture has on management in the international context;
4. Engage critically with recent research in the literature in order to gain a deeper understanding of ongoing developments in the international human resource management function
5. Apply the theories and concepts learned to real international management scenarios and cases; and
6. Work collaboratively in teams to produce cohesive group reports/projects on international HRM.

ASSESSMENTS

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	Individual Research Essay	Monday of week 7 by 11:59 pm SGT	Individual	25%	1, 2, 3, 4, 5
2	Group PBL Project	Monday of Week 11 by 11:59 pm SGT	Group	35%	1, 2, 3, 4, 5, 6
3	Final Examination	Formal Examination Period SGT	Individual	40%	1, 2, 3, 4, 5

Please note: students are advised that ALL assessments must be submitted in English. Assessments 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.

Assessment 1 – Individual Research Essay

Assessment Type	Essay
Purpose	Research academic sources to identify and use key arguments in the field of international HRM and articulate the implications for management practice.
Description	Focusing on an investigation of significant topics in the international human resource management field, students critically apply theories, principles and methodologies to analyse the literature and to justify well-supported conclusions. Students demonstrate critical thinking and analytical problem-solving skills to develop explanations and arguments to reach a solution. Students will be advised on a limited choice of topics based on the material covered in the unit at this point in the trimester. For further detailed information, refer to the Assessment folder on CANVAS.
Weighting	25%
Length	2000 words
Due Date	Monday of week 7 by 11:59 pm SGT
Submission Method	Online – via Turnitin
Assessment Criteria	Refer to the course CANVAS site for a more detailed explanation of the assessment criteria. Four (4) criteria will be used:

1. Research (40%)
2. Argument (40%)
3. Structure & Writing Clarity (10%)
4. Referencing (10%)

Return Method	Online
Feedback Provided	Online

Assessment 2 - Group PBL Project

Assessment Type	Case Study / Problem Based Learning
Purpose	The purpose of this assessment is for students to apply theories, principles, and methodologies to collect information from reliable and authoritative sources, and conduct research.
Description	Students present their findings and conclusion in a written report that complies with specified academic standards. For further detailed information, refer to the Assessment Folder on CANVAS.
Weighting	35%
Length	3000 words maximum
Due Date	Monday of week 11 by 11:59 pm SGT
Submission Method	Online - via Turnitin
Assessment Criteria	Three (3) major criteria will be used:

1. Scoping of the issues (20%)
   Provides a clear description of the key international HR practices/issues identified for the firm.
2. Substantive content (40%)
   Research skills as demonstrated by the range and relevance of references
   Has conducted adequate research to make well-informed decisions and recommendations
3. Response to the issue (40%)
   Critical analysis of competing approaches/solutions to the issue
   Demonstrates an evaluation of the key requirements for managing people in an international context (relative to the problem identified) and articulates the implications for management practice.

Return Method	Online
Feedback Provided	Online

Assessment 3 - Final Examination

Assessment Type	Formal Examination
Purpose	To assess students advanced knowledge and application of the key concepts in relation to IHRM.
Description	Students demonstrate advanced knowledge of theories, models and concepts relevant to HRM in international organisations when preparing responses to exam questions. 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. Further details will be made available on the course CANVAS site.
Weighting	40%
Length	120 minutes
Due Date	Formal Examination Period
Submission Method	Formal Examination
Assessment Criteria	The criteria for marking examination responses will be:

1. Demonstrate an understanding of key HRM issues arising from organisations operating in an international context.
2. Provides an evaluation of the key requirements for managing people in an international context.
3. Uses key arguments in the field of international HRM to answer questions and critically evaluates and articulates the implications for management practice

Return Method	Not Returned
Feedback Provided	No Feedback. Examination scripts will not be returned to students. 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. Issues and strategies in managing people across nations.
2. Theories and language of international human resource management.
3. Fundamental human resource functions in an international context.
4. Impact of culture on management of people in an international context.
5. Communication and leadership issues in international management.
6. Managing expatriates and international assignments.
7. The process of recruitment in an international context.
8. Incidence and implications of performance management in an international context.
9. Pay systems and structures in a multinational context.
10. The Global labour force - The globalisation of labour, human resources in multinational supply chains and global corporate social responsibility.

Course Materials

Required Text:

Dowling, P.J., Festing, M. & Engle, Allen D., *International Human Resource Management*, 7th edition (2017) – Cengage Learning

ISBN: 9781408075746

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

SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Introduction to the course and introduction to IHRM	Review Course Outline Read: Chapter 1 Complete Module 1	See weekly list of cases/reading/learning activities listed on CANVAS
2	The Cultural Context of IHRM	Read: Chapter 2 Complete Module 2	See weekly list of cases/reading/learning activities listed on CANVAS
3	The Organisational Context of IHRM	Read: Chapter 3 Complete Module 3	See weekly list of cases/reading/learning activities listed on CANVAS
4	IHRM in Cross-Border Mergers and Acquisitions, International Alliances and SME's	Read: Chapter 4 Complete Module 4	See weekly list of cases/reading/learning activities listed on CANVAS
5	Sourcing Human Resources for Global Markets: Staffing, Recruitment and Selection	Read: Chapter 5 Complete Module 5	See weekly list of cases/reading/learning activities listed on CANVAS
6	International Performance Management	Read: Chapter 6 Complete Module 6	
7	International Training: Development and Careers	Read: Chapter 7 Complete Module 7	See weekly list of cases/reading/learning activities listed on CANVAS **Assessment 1 due**: Monday of Week 7 by 11:59 pm SGT
8	International Compensation	Read: Chapter 8 Complete Module 8	See weekly list of cases/reading/learning activities listed on CANVAS
9	International Industrial Relations and the Global Institutional Context	Read: Chapter 9 Complete Module 9	See weekly list of cases/reading/learning activities listed on CANVAS
10	IHRM Trends and Future Challenges	Read: Chapter 10 Complete Module 10	See weekly list of cases/reading/learning activities listed on CANVAS
11	The Global labour force – The globalisation of labour, human resources in multinational supply chains and global corporate social responsibility	Read: Readings Provided on CANVAS via short loans online.	See weekly list of cases/reading/learning activities listed on CANVAS **Assessment 2 due:** Monday of week 11 by 11:59 pm SGT
12	Course Review	Prepare questions for open discussion	

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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Log your question or request to the PSB Program Executives at the following website:
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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	Communication methods used in this course include: - 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 (Vivas)	As part of the evaluation process of any assessment item in this course an oral examination (viva) 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 Oral Examination (viva) Procedure. 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 Student Conduct Rule.
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	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: 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. 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
Important Policy Information	The Help button in the Canvas Navigation menu contains helpful information for using the Learning Management System. Students should familiarise themselves with the policies and procedures at https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures that support a safe and respectful environment at the University.

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.