MGMT 5949
INTERNATIONAL HUMAN RESOURCE MANAGEMENT PRACTICE
Session 2
2005
SUBJECT ADMINISTRATION

Subject Coordinator
Bill Morrissey
Room , Rupert Myers Sth Wing
Tel: 9635 8266
Email: b.morrissey@unsw.edu.au

Lecturer/Tutor Consultation Times
By arrangement

Lecture Time and Place
Monday: 2.00 – 4.00 PM RC G001

Tutorial Allocation and Times
Monday:
10  11 AM Goldstein G05
11  12 AM Goldstein G05

Student allocation to tutorial groups are made through the computerised TAS system. Students are responsible for accessing the TAS system and choosing their tutorial seminar time online. This is a first-come, first-served system and so students are advised to attend to this matter as soon as possible.

Tutor Consultation Times
Your seminar tutor will advise you of their own particular times and place where they are available for consultation purposes.

SUBJECT PURPOSE AND OBJECTIVES

SUBJECT AIM
The aim of this subject is to examine, from applied and theoretical perspectives, the impact of globalisation and the effects of national cultural and institutional environments on the processes and practices associated with managing human resources in the international firm, and in diverse national cultural and institutional environments.

SUBJECT OBJECTIVES
After doing this subject, you should be able to

- Relate the elements of the American ‘Model’ of HRM to diverse national environments, identifying tensions and complementarities
- Identify the implications of national cultural and institutional environments for international HRM practice
- Identify the ingredients of ‘culture’ according to dominant theoretical models, and discuss relationships between culture and institutions

The opening topics identify the importance of, and address the challenges facing, the practice and research of International HRM. These include the relation between HRM and company strategy, and the debate between ‘culturalist’ and ‘institutional’ perspectives on national diversity, in the context of globalisation. The course describes a number of national ‘HRM systems’, and the implications for HRM practice in those environments. Other topics include: applying recruitment and selection strategies to achieve intercultural effectiveness among international staff; applying preparation, training and development procedures to achieve intercultural competence; the problems and choices in appraising the performance of international staff; and their compensation. Case study material used throughout the course is drawn from both the Asia-Pacific and European regions.
TEACHING AND LEARNING MODE

The teaching approach to this subject involves lecture participation and active group-seminar discussion. Lectures represent a crucial element of the learning process in this subject. Seminar classes will involve primarily group discussions. Students must complete their readings and prepare their response summaries to the discussion questions prior to each week's seminar class, and be ready to participate in the seminar discussions.

STUDENT RESOURCES

TEXTBOOKS and SUPPORTING TEXTS

It is suggested that students purchase the following, which has been ordered for the book shop.


The book has been updated from the earlier edition. All sections of the course are covered in the textbook except two (weeks 5 and 13).

Depending on student interest, purchase of one or more of the following may be justified.


ACADEMIC & PROFESSIONAL JOURNALS

Academy of Management Review
Academy Journal of Management
Asia Pacific Journal of Human Resources
California Management Review
European Journal of Cultural Studies
Human resource Management
Human Resource Planning
Human Resource Management Journal
International Journal of Intercultural Relations
Journal of Managerial Psychology
Journal of International Business Studies
Management International Review
The International Journal of Human Resource Management

LIBRARY CATALOGUE

Particularly when you start researching for your essay, you are strongly encouraged to use the references and bibliographies included in the course outline, as a spring board only. You are also expected to use the library facilities to search for, and locate, articles to expand your reading base. You can conduct all searches by subject, author and key-word either in the main library or via the library website, for books and journals housed in the library collection. The e-journal data-bases are also accessible via the library website. There are numerous journals that relate to this topic area.
STUDENT ASSESSMENT REQUIREMENTS

ASSESSMENT

• Seminar Attendance and Participation ............ 10%
• Reading Reviews .................................. 25%
• Essay: .................................................... 35%
• Examination: ......................................... 30%

• SEMINAR ATTENDANCE AND PARTICIPATION: (10%)

Regular attendance is required at all tutorial seminars. **Attendance will be recorded at every class. Students must attend at least 80% of all scheduled tutorial seminars.** The objective of our tutorial seminars is to provide a forum for an active exchange of views and opinions about the topics addressed week by week. Ten per cent of the assessment is awarded on the basis of participation in these activities.

• READING REVIEWS - (25%)

To prepare for effective seminar participation students are expected to read for each class. Students should read at least 3 readings.

Commencing with the first tutorial topic (Week 3), all students should submit a 200-300 word (approx.) review outlining the main arguments of one of the readings for the week. However, of the nine (11) tutorial topics, **students are required to submit a review for five (5) topics only.** That is, they can choose five (5) from the eleven (11) available topics, on which to do their reading summaries.

NOTE that the summaries must be presented on the due date, which is the date of the relevant tutorial topic. Note also that it is undesirable to put this exercise off. Students should present one of these summaries by no later than the fifth week of session. At the end of each seminar, students' written reviews will be collected by the tutor for assessment. Tutors will return written reviews as soon as possible (usually the following week).

Students should also make sure that the reviews they submit week by week conform to the guidelines for submitting essays contained in the Essay Guide, produced by the School of Organisation and Management.

These overviews are designed: (a) to teach students how to analyse the readings; (b) to prompt students to come to terms with the issues dealt with week by week; and (c) to develop experience in engaging in written academic discourse. These reviews will also provide students with a firm foundation for the final exam. Overview summaries give students something tangible on which they can base their oral contribution to class discussions. **Reviews prepared after the relevant class will not be admissible for assessment purposes.**

Tutorials also provide an opportunity to discuss case study and other material assigned by the lecturer or tutor. Students may be asked to work in groups, and report back the result of their work to the class. The purpose of this activity is to provide students with experience in evaluating and proposing human resource (HR) management strategies and solutions to ‘real life’ problems facing the HR professionals working in international organisations.

• ESSAY: (35%)

The purpose of this assignment is to provide students with an opportunity to critically examine, evaluate and discuss the latest developments either in the professional or research literature across a range of issues related to the tasks and processes of managing an international human resources department. This assignment involves a written paper of around 2,500/3,000 words. An essay question and detailed instructions describing this task will be handed out in week three. All essays must comply with the procedures outlined in the essay writing guide which is available from the school.

**Due Date: Week 14 – 6 June, 2005**  
**Length: 2,500/3,000 words.**
ESSAY SUBMISSION: READ THE FOLLOWING INSTRUCTIONS CAREFULLY

1. Essays are to be submitted either via the School office or directly to your tutor.
2. No essays are to be put under doors.
3. It is the responsibility of the student to get a signed receipt for their essay.
4. If you do not have a receipt, as far as the School is concerned your essay has not been submitted.
5. The receipts are the tear-off strips at the bottom of the School's essay cover sheet. If you hand your essay in to your lecturer or tutor or to the staff of the School office, they will sign, date and tear-off the receipt for you there and then.
6. The only other way to submit your essay is to put it in the School office essay box if the office is closed. If you do this, IT IS YOUR RESPONSIBILITY to come back during office hours and get the receipt.
7. It is in your interests to do this as soon as possible. Students whose essays cannot be found, and who do not have receipts for them, will be deemed not to have submitted the essay and will not be allowed to submit late copies.
8. DO NOT SUBMIT ESSAYS OR SEMINAR PAPERS IN PLASTIC SHEETS!

LATE SUBMISSIONS:
Those students who submit late essays without obtaining a formal extension prior to the due date will be penalized if they cannot provide adequate documentation supporting their case (e.g. medical certificates).

PLAGIARISM:
Plagiarism entails taking and using as one's own, the thoughts or writings of another without acknowledgement including:
(a) where paragraphs, sentences, a single sentence or significant part of a sentence which are copied directly, are not enclosed in quotation marks and appropriately footnoted;
(b) where direct quotations are not used, but ideas or arguments are paraphrased or summarised, and the source of the material is not acknowledged either by footnoting or other reference within the text of the paper; and
(c) where an idea, which appears elsewhere in print, film or electronic medium, is used or developed without reference being made to the author or the source of the idea.

EXAM: (30%)
A formal three hour exam will be held during the exam period. Notification of the date will be given in lectures, and the content of the examination will be discussed, particularly in the final lecture. Students who do the reading summaries well should generally have few problems with the examination.

ACADEMIC MISCONDUCT:
Students are reminded that the University regards academic misconduct as a very serious matter. Students found guilty of academic misconduct are usually excluded from the University for 2 years. Because of the circumstances in individual cases the period of exclusion can range from one session to permanent exclusion from the University.

The following are some of the actions which have resulted in students being found guilty of academic misconduct in recent years:
1. Taking unauthorised materials into an examination;
2. Submitting work for assessment knowing it to be the work of another person;
3. Improperly obtaining prior knowledge of an examination paper and using that knowledge in the examination;
4. Failing to acknowledge the source of material in an assignment.

WEBCT
It is important to emphasize to students that it is their obligation to maintain contact with the lecturers, and to be aware of all notices relating to this course. Notices and materials will be posted from time to time on the course's website, accessible through WEBCT. It is the responsibility of students to check the website regularly.
SUPPORT SERVICES AND ASSISTANCE

- **Education Development Unit**: Additional learning and language support or ‘discipline specific’ support can be arranged with the Education Development Unit (EDU) in the Faculty. Students requiring assistance with written and/or spoken communication are advised to contact staff at the EDU which is located in the Tower Room 3054, Level 3, Quadrangle Building, telephone 9385-6163. Students are encouraged to take full advantage of this extra support.

- **UNSW Student Support Services**: For personal counseling support contact Student Support Services on Floor 2, Quadrangle Building, telephone 9385 5432.

- **Learning Centre**: Students requiring help with issue like time management, study stress, study skills, essay and assignment writing, should contact the Learning Centre in the Library Building, telephone 9385 3394.

LECTURE SCHEDULE OUTLINE

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Lecture Topic</th>
<th>Tutorial/Seminar Activity</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Part One: Introduction</td>
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<tr>
<td>Wk 1</td>
<td>Feb 28</td>
<td>Introduction and Administrative Arrangements</td>
<td>None</td>
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<tr>
<td>Wk 2</td>
<td>Mar 7</td>
<td>HRM, IHRM and HRMS</td>
<td>Administration, discussion wk 1</td>
</tr>
<tr>
<td>Wk 3</td>
<td>Mar 14</td>
<td>Conceptualising National Diversity: Culture, Institutions and the 'Societal Effect'</td>
<td>Discussion and groupwork wk 2</td>
</tr>
<tr>
<td>Wk 4</td>
<td>Mar 21</td>
<td>Multinational Strategy and IHRM</td>
<td>Discussion and groupwork wk 3</td>
</tr>
<tr>
<td></td>
<td>Mar 28</td>
<td>RECESS</td>
<td></td>
</tr>
<tr>
<td>Wk 5</td>
<td>April 4</td>
<td>IHRM and Employment Relations</td>
<td>Discussion and groupwork wk 4</td>
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<table>
<thead>
<tr>
<th>Part Two: National HRM Systems in Comparative Perspective</th>
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<tbody>
<tr>
<td>Wk 6: Feb 11</td>
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<tr>
<td>Wk 7: Apr 18</td>
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<td>Wk 8: Apr 25</td>
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<td>Wk 9: May 2</td>
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<td>Wk 10: May 9</td>
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<tr>
<th>Part Three: IHRM Processes and Practices</th>
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<tbody>
<tr>
<td>Wk 11: May 16</td>
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<tr>
<td>Wk 12: May 23</td>
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<tr>
<td>Wk 13: May 30</td>
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<tr>
<td>Wk 14: June 6</td>
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</tbody>
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# LECTURE & SEMINAR READING LIST

## Part One: Introductory Perspectives

### Week 1 (Feb 28)

**Lecture Topic:** Introduction and Administrative Arrangements

### Week 2 (Mar 7)

**Lecture Topic:** HRM, IHRM and HRMS

**Readings**

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher</th>
<th>Edition</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scullion, H. and M. Linehan</td>
<td>International Human Resource Management</td>
<td>Palgrave Macmillan</td>
<td></td>
<td>ch. 1</td>
</tr>
</tbody>
</table>

### Week 3 (Mar 14)

**Lecture Topic:** Conceptualising National Diversity: culture, institutions and the ‘societal effect’

**Readings**

<table>
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<th>Pages</th>
</tr>
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<tbody>
<tr>
<td>Trompenaars, F. and Hampden-Turner, C.</td>
<td>Riding the Waves of Culture: Understanding Cultural Diversity in Business</td>
<td>Nicholas Brealey</td>
<td>Second</td>
<td>ch. 1</td>
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<tr>
<th>Week 4 (Mar 21)</th>
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<tr>
<td>Lecture Topic:</td>
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**Readings**


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<tr>
<th>Week 5 (April 4)</th>
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<tr>
<td>Lecture Topic:</td>
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**Readings**
Part Two: National HRM Systems in Comparative Perspective

**Week 6 (April 11)**

**Lecture Topic:** The American HRMS

**Readings**


**Week 7 (Apr 18)**

**Lecture Topic:** HRM in Asia 1: Japan

**Readings**


Week 8 (Apr 25)

| Lecture Topic: | Asian HRM 2: Singapore and South Korea |

Readings


Week 9 (May 2)

| Lecture Topic: | No Lecture or Tutorials, Public Holiday |

Week 10 (May 9)

| Lecture Topic: | HRM in Europe: Germany and Scandinavia |

Readings

Week 11 (May 16)

Lecture Topic: International Staffing, Recruitment and Selection

Readings


Week 12 (May 23)

Lecture Topic: Training and Development of Intercultural Competence

Readings


### Week 13 (May 30)

<table>
<thead>
<tr>
<th>Lecture Topic:</th>
<th>International Performance Appraisal and Remuneration</th>
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**Readings**


### Week 14 (Jun 6)

<table>
<thead>
<tr>
<th>Lecture Topic:</th>
<th>Conclusion: Trends in international human resource management</th>
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