

Victoria Management School

MMBA 561
STRATEGIC AND INTERNATIONAL HUMAN RESOURCE
MANAGEMENT

Summer Trimester 2005

COURSE OUTLINE

CONTACT DETAILS

Dr. Noelle Donnelly

Room: Rutherford House, RH 1007

Phone: 463 5704

Email: noelle.donnelly@vuw.ac.nz

CLASS TIMES AND ROOM NUMBERS

Day: Four Sundays; 13, 20 & 27 November, 4 December

Times: 9.30am - 4.30pm

Location: RHMZ11

COURSE OBJECTIVES

With the number and size of international organizations expanding, the field of Strategic and International Human Resource Management (SIHRM) has become increasingly important. While International Human Resource Management (IHRM) focuses on how different organisations manage their employees across national borders, increased competitive pressure has highlighted the importance of aligning such practices with business strategies, resulting in the emergence of SIHRM. The main aim of this course is to provide students with an understanding of the Strategic and HRM issues facing multinational corporations (MNCs) within an international context, so as to enable critical judgments about the practical issues involved in managing employees across national boundaries.

The term ‘human resource management’ is understood in its broadest sense, to include the design and implementation of policies for dealing with individual employees: namely, recruitment, training and development, remuneration, work organisation, involvement and geographical mobility. However, it also encompasses collective facets of the employment relationship, in particular management’s decision as to whether to deal with employees individually or collectively through trade unions, works councils or through some other form of representation.

As an expanding area of study, this course has a number of learning objectives. These include:

- to provide an understanding of key developments in managing human resource issues across national borders,
- to analyse the impact of MNCs on national employment relations and vice versa (this will also include the extent to which MNCs adapt their HRM practices to different national 'cultures' of management and HRM and/or the degree to which they act as innovators, introducing new HRM approaches and cultures),
- to explore the impact of human resources and industrial relations on strategic business decisions in different kinds of MNCs,
- to provide some understanding of how corporate structure, strategy and culture affect the management of human resources and industrial relations.

COURSE MATERIALS

There is *no core textbook* for this course. A set of course readings and cases will be distributed prior to the beginning of the course. For students seeking recommendations for general reading in the area and additional information on various aspects of the course, the following supplementary books are suggested:

Baron, J.N. and Kreps, D.M. (1999) *Strategic Human Resource Management: Frameworks for General Managers*, Hoboken: John Wiley & Sons.

Harzing, A. and Van Ruysseveldt, J. (2004). *International Human Resource Management*, (2nded). London: Sage Publications.

MANDATORY COURSE REQUIREMENTS

In order to meet the term requirements of this course, students must submit and pass all of their assignments by their due dates or within approved extensions. In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course co-ordinator prior to the deadline date.

COMMUNICATION OF ADDITIONAL INFORMATION

Information relating to this course will be available on Blackboard (<http://www.blackboard.vuw.ac.nz>). Course materials will be distributed at the beginning of the course. Any changes to the schedule or content will be raised within class and posted on Blackboard.

MMBA 561 SUMMER TRIMESTER 2005

COURSE SCHEDULE

Module	Date	Topic	Text
Module 1	Nov 13	COURSE INTRODUCTION	
		GLOBALISATION AND HRM	OSRIN & STRICKLAND; FERNER
		MNCs AND EMPLOYMENT RELATIONS SYSTEMS	RHODES & VAN APELDOORN; FERNER
Module 2	Nov 20	STRATEGY AND INTERNATIONAL HRM	PERLMUTTER; EDWARDS ET AL.
		THE ROLE OF HRM WITHIN MNCs	EDWARDS ET AL.; SCULLION & STARKEY
Module 3	Nov 27	MANAGING HUMAN RESOURCES WITHIN SUBSIDIARIES: THE DIFFUSION OF 'BEST PRACTICES'	COLLER; EDWARDS
		THE MANAGEMENT OF INTERNATIONAL MANAGERS	BARSOUX & LAWRENCE; HARZING
Module 4	Dec 4	INTERNATIONAL HRM WITHIN SMALL TO MEDIUM- SIZED (SME) MNCs	SCULLION & DONNELLY; FORSTER & JOHNSEN
		THE MANAGEMENT OF WORK SYSTEMS	EDWARDS ET AL; RUBENSTEIN
		COURSE OVERVIEW	

COURSE ASSESSMENT

The assessment for this course consists of three items. **All** items must be completed in order to pass the course.

ASSESSMENT TYPE	LENGTH	%	DUE DATE
Individual IHRM Case Study	3,000 words	60%	19 December 2005
Critical Literature Review (including Presentation)	1,000 words	30%	Variable dates
Class Participation	-	10%	Throughout the course

1. INDIVIDUAL IHRM CASE STUDY

60% of the overall marks awarded for this course will be assigned to the submission and presentation of an individual case study project. The brief for the individual case-based project is as follows:

Critically describe and evaluate an International HRM issue within a multinational company. Identify the main Strategic and International HRM challenges and possible solutions currently facing this organisation.

Further guidelines on how to research and structure the final written document are available on blackboard (cf. *project guidelines*). The following broad headings are offered as possible headings for structuring the final case report:

- i) Introduction,
- ii) Review of the relevant literature,
- iii) Overview and History of the MNC,
- iv) Outline of the International HRM issue,
- v) Analysis of the International HRM issue or problem,
- vi) Conclusions and Recommendation.

Overall, this assessment item is designed to provide students with the opportunity to apply the knowledge developed in the course to an analysis of a key IHRM issue.

2. CRITICAL LITERATURE REVIEW

A further **30%** of the total marks for this course will be awarded for the submission (20%) and presentation (10%) of a critical review of a selected course reading. Students will be expected to prepare a critical review (max. 5 pages) of an assigned reading and lead a discussion within class. The review should provide a brief summary and in-depth discussion of the article, which will then be presented during the lecture. You should address the following issues: the significance of the topic addressed; the issues raised in each article; the arguments proposed; you should conclude with an evaluation of the merits and significance of the article for the wider topic of International HRM. Key discussion-based questions relating

to the readings will follow the presentations and be led by the presenter. Each student will be expected to respond to issues raised by other class members.

For guidance on how to write a critical review, please consult the document *critical review guidelines* available through blackboard. In brief, it is expected that you go beyond a mere review of the readings and attempt to develop a *critical summary* or individual argument for class debate. It is recommended that you focus your presentations around ‘pithy’ and concise statements of your positions and/or lead with a number of critical questions relating to the topic in hand.

3. CLASS PARTICIPATION

In keeping with post-graduate and post-experience courses, a core element of this course is based on discussion and debate. To this end, each session will have an in-class case or exercise for students to engage within group discussions. Your evaluation of class participation will be dependent on your attendance and contribution to group discussions. Groups will be organised prior to the first session. Throughout each session groups will discuss and report on the case questions. Assessment of class participation grades will be based upon the following criteria:

- Ability to interact with group members and contribute to group discussion,
- Ability to listen and contribute with relevant comments to the discussion
- Ability to ‘ground’ your opinions within the theory/debates discussed in class,
- Ability to move beyond the language of the case and test new ideas.

REFERENCE AND READING MATERIALS

Students are expected to consult the course readings in the first instance. It is also expected that students will refer to additional readings. These may be found:

- In the references provided by the authors of the articles/ chapters/ books in the course reading materials,
- In the recommended readings list provided on the course guide,
- In a catalogue search of the library’s reading materials. Material on HR/IR can be found in the HD5000 range,
- In academic journals.

The following are a selection of some of the main journals containing current research on human resource management and industrial relations.

- Asia Pacific Journal of Human Resources
- Australian Journal of Management
- Columbia Journal of World Business
- Human Relations
- Human Resource Management
- International Journal of Human Resource Management

- International Management
- International Studies of Management & Organization
- Journal of Industrial Relations
- Journal of International Business Studies
- Management International Review
- New Zealand Journal of Industrial Relations
- Work, Employment and Society

Other journal articles are obtainable electronically either through ProQuest or Ingenta. Some examples of web sites with information and resources related to Human Resource Management in New Zealand:

Employment Relations Service <http://www.ers.dol.govt.nz/>

New Zealand Department of Labour <http://www.dol.govt.nz/>

Human Resources Institute of New Zealand <http://www.hrinz.org.nz/>

New Zealand institute of Management <http://www.nzim.co.nz/>

Business NZ (Previously the New Zealand Employers' Federation (NZEF))
<http://www.businessnz.org.nz/>

MARKING CRITERIA

Excellent Category

A (80 – 85%) to A+ (above 85%): The quality is performed to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master's level.

Very Good Category

B+ (70 – 74%) to A- (75 – 79%): The quality is performed at a high standard. Students have reached a level which clearly exceeds “competency”.

Good Category

B- (60 – 64%) to B (65 – 69%): The quality is clearly demonstrated without being exceptional in any way. Students can be thought of as competent in respect of this quality.

Satisfactory Category

C (50 – 54%) to C+ (55 – 59%): The quality is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student on this quality.

Unsatisfactory Category

E (0 – 39%) to D (40 – 49%): The quality is absent or performed to a very low level, or the performance is seriously flawed in this respect.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications.

Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office, will be open from 9:00 am to 12:00 pm during Summer Trimester 2005, offers the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at:

www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at:

www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website:

www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at: www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.

Maori and Pacific Mentoring programme (Manaaki Pihipihinga)

This is a free programme of mentoring for Maori and Pacific students doing first year courses within the Faculty of Commerce and Administration. Weekly one hour mentoring sessions: drafting and editing assignments/discussing any questions that you might have from tutorials or lectures and going over every aspect of essay writing, either in small group sessions or on a one-to-one basis.

This includes:

- A computer suite hooked up to cyber commons for students to use to produce their assignments.
- Regular skill-based workshops with a learning adviser from Student Learning Support Services.
- Networking with other Maori and Pacific support groups throughout the university.

For more information please contact:

Melissa Dunlop, Programme Coordinator

Ph: 463 6015 or Email: Maori-Pacific-Mentoring@vuw.ac.nz