



VICTORIA MANAGEMENT SCHOOL

HRIR 303 INTERNATIONAL EMPLOYMENT RELATIONS

Trimester Two 2006

COURSE OUTLINE

CONTACT DETAILS

COURSE COORDINATOR :

Dr Janet Warren

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ADMINISTRATION ASSISTANT :

Tania Loughlin

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CLASS LOCATION AND TIME :

Lecture: Friday 10.30am - 13:.30pm RHLT3

FINAL EXAMINATION: in the period 16th October – 10th November 2006

COURSE OBJECTIVES

The field of international employment relations (IER) has become increasingly critical as the numbers of internationally operating organisations and employees have risen. Despite a growth in interest, much of the research thus far has focused narrowly on functional human resource management (HRM) or industrial relations (IR) activities, at the expense of the development of theoretical frameworks or constructs. The main objective of this course is to move beyond examining functional activities and to introduce students to the key theoretical debates and challenges in the area of international employment relations. In short, this course is designed to provide an understanding of the factors that shape and are shaped by multinational corporations (MNCs) within an international context, so as to foster critical judgements of the practical issues involved in managing employees across national boundaries.

COURSE CONTENT

This course examines the factors and issues that shape the HRM and IR policies and practices of internationally traded companies. The term 'employment relations' 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. It also, however, 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 the employment relationship across national borders,
- to analyse the impact of MNCs on national employment relations and vice versa
- to consider the extent to which MNCs adapt their HRM practices to different national 'cultures' of management and HR/IR and/or the degree to which they act as innovators, introducing new HR/IR approaches and management cultures,
- to explore the impact of human resources and industrial relations on strategic business decisions in different kinds of MNCs – for example, the HR/IR factors, if any, that shape the location of foreign investment,
- to examine the organisational structures of MNCs and their evolution in response to the internationalisation of the world economy,
- to provide some understanding of how corporate structure, strategy and culture affects the management of human resources and industrial relations,
- to examine the cultural dimensions and the effects on the MNC's HR practices and processes,
- to examine 'competitive regimes' throughout the course with regard to how legal systems of regulating the employment relationships develop and control MNC's employment policies and courses of action,
- to compare the control the 'country-of-origin' of the MNC and the 'country-of-operation' (or countries) where they operate
- to consider future developments for International HR.

EXPECTED WORKLOAD

One point typically requires about 10 hours of student work, including both scheduled contact time. Since this course is for 24 points, this requires the student should spend at least 240 hours of effort, including attending lectures, assignments, preparation for group presentations and evaluations for 9 hours outside class.

GROUP WORK

Students will be allocated into groups in Week 1. Should there be any difficulty within the group, please contact the course coordinator immediately. One group will be required to report to the class between Weeks 2 and 11 and will be informed on the previous Week. Another group will be required to give an evaluation and will give a response based on their research on the topic; this group will be selected on the day of presentation. Attendance is a requirement for this course.

READINGS

This course is structured around a series of lectures, case studies, class debate and, where relevant, video materials. There is a set book,

Edwards, T and Rees, C. (2006). International Human Resource Management. Prentice Hall.

and supplementary course readings will be distributed at the sessions or through the Blackboard server (<http://blackboard.scs.vuw.ac.nz>) before lectures.

Lectures and class presentations are designed to introduce concepts, theories and evidence. Class participation is an essential component of the design of this course and students will be expected to engage in class discussion and debate. This is intended to facilitate the formation and demonstration of critical judgement. Students will be expected to go beyond a review of the reading in question and will attempt to develop their own individual arguments. Students are expected to have completed required readings from the set text and assigned readings prior to the session.

Course materials and information relating to this course will be posted on the Blackboard server. Any notices regarding changes to the course timetable or content will be raised during class and posted on the Blackboard server.

ASSESSMENT REQUIREMENTS

• Group presentation/evaluation	Variable due dates	15%
• Mid-course Class test	Due: 18 August 2006 (Wk 6)	10%
• Individual Essay	Due: 11 September 2006	30%
• Individual review of group work	Due: 16 October 2006	20%
• Final Examination		25%

The assessment for this course will consist of the following:

(A) Group Case Presentations (Value 15%)

Students will be assigned to groups and from Week 2 will make presentations on an aspect of the given topic. Other groups will be called upon to give evaluation and any additional information on this topic. The group will be notified during the session; this will require all students to read and research on the identified topic for the week. All students will be required to present for both presentations and evaluations. Marks will be awarded for individual contributions and effectiveness in supporting other group members.

(B) Mid-Course Class Test (CLOSED BOOK) (Value 10%)

Based on the first five weeks course materials and readings.

(C) Individual Essay (Value 30%, 2500 WORDS)

Please choose one from the following three topics:

1. Critically evaluate the development of globalisation on employment and HR management.
2. Using empirical evidence show how the development of the emerging industrial states of India and China have influenced employment practices within MNCs.
3. Discuss the statement that 'the country of origin of an MNC will affect the employment and HR practices in the countries in which they operate'.

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 IER issue. Detailed requirements and mark allocation will be provided at sessions and on Blackboard.

(D) Individual Review (Value 20%, 1500 words)

Evaluation of own performance within the group, and evaluation of effective outcomes and what could have been done better. Identification of key learning points from group activities. Detailed requirements and mark allocation will be provided at sessions and on Blackboard.

(E) Final Examination (Value 25%)

Details of examination format and requirements will be given during sessions and lodged on Blackboard before the exam. Previous examinations are available through Blackboard.

REFERENCING

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

HANDING IN ASSIGNMENTS

Your assignments should be handed in to the course **Assignment Box 14** on the Mezzanine floor, Rutherford House. **Late** assignments are to be handed in at the Victoria Management School reception on Level 10, Rutherford House before 4.30pm.

Students must prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

MANDATORY COURSE REQUIREMENTS

To fulfil the mandatory course requirements for this course you must:

1. Attend all scheduled class sessions and active participation in group work. Students who are absent from class should contact the course lecturer to inform them.
2. Complete and submit all assignments by their due dates. Late assignments will have their mark reduced by 5% for each day it is overdue, unless there is a very good reason why it was late. Assignments that are over a week late will not be accepted. Assignments exceeding the word limit will have 3 marks deducted.

GRADING GUIDELINES

The following broad indicative characterisations of grade will apply in grading assignments and the exam:

A+	excellent performance in all respects
A	excellent performance in almost all respects
A-	excellent performance in many respects
B+	very good, some aspects excellent
B, B-	good but not excellent performance
C+, C	work satisfactory overall but inadequate in some respects
D	poor performance overall, some aspects adequate
E	well below the required standard
K	Failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment.

PENALTIES - for Lateness & Excessive Length of Assignments

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 of the marks available** for an assignment submitted after the due time on the due date **for each part day or day late. Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Requirements**.
- (ii) Course Outlines provide a signal to student of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. **Extensions** to submission deadlines for any assigned work will only be granted **in exceptional circumstances**.
- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the Course Coordinator, providing documentary evidence of the reasons of their circumstances.

All such applications must be made **before** the deadline and be accompanied by documentary evidence, eg a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.

- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement), that precludes an application in advance, students should make contact with the Course Coordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic. **The penalty will be 2% of the grade for an assignment for each 10% over the word limit.**

COMMUNICATION OF ADDITIONAL INFORMATION

Course information will be available on Blackboard (<http://blackboard.scs.vuw.ac.nz>) and from the Course Coordinator and the Course Administrator and at classes.

COURSE PLANNER

Each week the session format will be similar, generally with:

- ◆ a lecture for the first hour;
- ◆ tutorial activities with other resources (videos, reviews, reading reviews and topic discussions);
- ◆ half hour group activity, followed by group reporting and evaluation and feedback from selected groups.

WEEK	CLASS DATE	TOPICS	CLASS STRUCTURE
1	Friday 14 July	Introduction	Group set up and outputs
2	Friday 21 July	Key developments in managing the employment relationship across national borders	Group presentation/evaluation
3	Friday 28 July	The impact of MNCs on national employment relations and vice versa	Group presentation/evaluation
4	Friday 4 August	How MNCs adapt their HRM practices to different national 'cultures' of management and HR/IR and act as innovators, introducing new HR/IR approaches and management cultures	Group presentation/evaluation
5	Friday 11 August	The impact of human resources and industrial relations on strategic business decisions in different kinds of MNCs	Group presentation/evaluation
6	Friday 18 August	Essay review	CLASS TEST Group presentation/evaluation
		<i>Mid Trimester Break</i>	
7	Fri 8 September	Organisational structures of MNCs and their evolution in response to the internationalisation of the world economy	Group presentation/evaluation
	Mon 11 September	Individual Essay Due.	
8	Fri 15 September	How corporate structure, strategy and culture affects the management of human resources and industrial relations	Group presentation/evaluation
9	Fri 22 September	The cultural dimensions and the effects on the MNC's HR practices and processes	Group presentation/evaluation
10	Fri 29 September	'Competitive regimes' and legal systems of regulating the employment relationships and their effect MNC's employment policies and courses of action	Group presentation/evaluation
11	Fri 6 October	Control from the 'country-of-origin' of the MNC and the 'country-of-operation' (or countries) where they operate	Group presentation/evaluation
12	Fri 13 October	Course Review and future developments for International HR	
	Mon 16 October	Individual Group Report Due	

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services 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. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education 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 is available for the following:

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

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at www.vuw.ac.nz.

Student 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 are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy 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; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in 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 at 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. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

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

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 Impairments

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as 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, 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 (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email disability@vuw.ac.nz. The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

Student Support

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwawao Māori, Manaaki Pihipihinga or Victoria International.

In addition, the Student Services Group (email student-services@vuw.ac.nz) is available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/.

VUWSA employs 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 (tel. 04 463 6983 or 04 463 6984, email education@vuwsa.org.nz) is located on the ground floor, Student Union Building.

Manaaki Pihipihinga - Maori and Pacific Mentoring Programme (Faculty of Commerce and Administration)

This is a mentoring service for Maori and Pacific students studying at all levels. Weekly one hour sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade, and Room 210 and 211, Level 2, Railway West Wing. Sessions cover drafting and discussing assignments, essay writing, and any questions that may arise from tutorials and/or lectures. A computer suite networked to Cyber Commons is available for student use.

To register with Manaaki Pihipihinga, please contact one of the following:

Puawai Wereta
Room 210, Level 2
Railway West Wing
Tel. (04) 463 8997

Fa'aoi Seiuli
Room 109 B
14 Kelburn Parade
Tel. (04) 463 5842

Email: Puawai.Wereta@vuw.ac.nz

Email: Faafoi.Seiuli@vuw.ac.nz



VICTORIA MANAGEMENT SCHOOL

HRIR 303 INTERNATIONAL EMPLOYMENT RELATIONS

Trimester 2 2006

Assignment Cover Sheet

Assignment No: ____

Topic: _____

Due Monday _____ 2006

Name: _____

Student ID: _____

Course Lecturer: Dr. Janet Warren