

## Victoria Management School

# HRIR 303 INTERNATIONAL EMPLOYMENT RELATIONS

Trimester Two 2007

## COURSE OUTLINE

### CONTACT DETAILS

#### COURSE COORDINATOR

**Noelle Donnelly**

Room: RH1007, Rutherford House

Phone: 463 5704

Email: [noelle.donnelly@vuw.ac.nz](mailto:noelle.donnelly@vuw.ac.nz)

#### ADMINISTRATION ASSISTANT

**Tania Loughlin**

Room: RH1022, Rutherford House

Phone: 463 5358

Email: [tania.loughlin@vuw.ac.nz](mailto:tania.loughlin@vuw.ac.nz)

#### CLASS TIMES AND ROOM NUMBERS

Monday: 11.30-14.20pm Rutherford House RH LT2

This course has a final examination within the Examination period of 19<sup>th</sup> October to 10<sup>th</sup> November 2007

#### INTRODUCTION

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.

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.

## **COURSE OBJECTIVES**

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 visa versa (this will also include 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 and 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.

In addition, the course will address two other key themes that are common to all areas and run through the entire course. These are:

- The debate on ‘competitive regimes’: how national systems of regulating the employment relationship operate, how they are shaped and in what manner do they restrain or free employers to pursue particular courses of action?
- Which effect exercises the greater impact: the so-called ‘country-of-origin’ or the ‘country-of-operation’ effect? How does the interaction between these two effects vary between countries and how might differences be accounted for?

## **PROGRAMME AND COURSE-RELATED LEARNING OBJECTIVES**

This course will provide students opportunity:

- to develop oral, written and IT-related communication skills
  - through active participation class discussion
  - through the development and presentation of oral and written reports, using narrative, rhetoric and diagrammatic and other schema as forms of presentation
- to develop critical and creative thinking skills
  - through assignments requiring analysis, evaluation, interpretation and synthesis
  - through debate and classroom discussion
- to develop leadership skills
  - through structuring independent study
  - through leading a project or group exercise
  - through fulfilling spokesperson duties, reporting on a group’s activities or ideas to a class

## **TEACHING ARRANGEMENTS, TEXT AND READINGS**

This course is structured around a series of lectures, case studies, class debate and, where relevant, video materials. The set text for this course is:

Edwards, T. and Rees, C. (2006) *International Human Resource Management: Globalization, National Systems and Multinational Companies*, London: Pearson Education. [copies of this text are available in the library – the call or reference number is HF5549.5 E26 I]

In addition, a book of supplementary readings will be distributed at the beginning of the first session. After that date, copies can be obtained from the HRIR Administrator on the 10<sup>th</sup> floor of Rutherford House.

Lectures and class presentations are designed to introduce concepts, theories and evidence. Class participation is an essential component of the design of this course. To this end, all students will be **expected** to engage in class discussion and debate in order to facilitate the formation of their critical judgements. To aid discussion, readings will be assigned which students are expected to have completed **prior** to the session. It is expected that students will go beyond a mere review of the reading in question and will attempt to develop their own individual arguments.

Course materials and information relating to this course will be posted on the Blackboard server (<http://blackboard.scs.vuw.ac.nz>). Any notices regarding changes to the course timetable or content will be raised during class and posted on the Blackboard server.

### COURSE ASSESSMENT

ASSESSMENT	TITLE	WEIGHT	DATE
1	Individual Essay	25%	16 <sup>th</sup> of August 2007
2	Group Case Study Presentation Executive Case Summary	15% 10%	Variable due dates 11 <sup>th</sup> of Oct. 2007
3	Final Written Examination	50%	15 <sup>th</sup> Oct – 10 <sup>th</sup> Nov. 2007
	<b>TOTAL</b>	<b>100%</b>	

The assessment for this course will consist of the following:

#### 1) **Individual Essay (25%): Due by 4pm on Thursday the 16<sup>th</sup> of August 2007.**

**25%** of the overall marks for this course will be awarded for an individual essay. Students should choose **one** from the list of topics below. Essays should be typed, with one and a half line spacing and clearly referenced (please refer to the *Individual Essay Guidelines* document on Blackboard). Essays should be no longer than *2,500 words, excluding bibliography*. In order to facilitate feedback, students should ensure that they complete the *VMS Assignment Cover Sheet*, which is contained in Annex A of the course outline, as well as in the Course Materials section on Blackboard.

#### **Individual Research Paper**

Please choose **one** from the following list:

1. Critically evaluate the impact of globalisation on the management of employment relations within New Zealand multinational companies (MNCs). Illustrate your answer with examples.
2. Critically discuss the term 'country-of-origin' effect? To what extent is the 'country-of-origin' effect an important factor in shaping the employment relations practices of MNCs? Illustrate your answer with examples.
3. Discuss the rationale for the diffusion of 'best practice' within MNCs. What mechanisms are available to employers for such purposes and what practical difficulties might such processes encounter? Illustrate your answer with examples.

Electronic copies of your essays must be submitted on Blackboard by **1pm on Thursday the 16<sup>th</sup> of August 2007**. Electronic submission is compulsory and is used to facilitate screening for plagiarism. In addition, a hard copy of the essay must be submitted placed in the HRIR 303 locked **Assignment Box 14** on the Mezzanine Floor, Rutherford House. Late assignments may be handed to Tania Loughlin, the HRIR administrator, 10<sup>th</sup> Floor, Rutherford House by **4pm on Thursday the 16<sup>th</sup> of August 2007**. Further instructions for submitting the essay in electronic format will be available on Blackboard. *In order to prevent plagiarism, students are required to keep copies of the source documents or references used in the essay. Failure to produce these upon request could alter a student's final grade.* The course coordinator will administer extensions and penalties. Extensions will require a satisfactory, documented explanation. Late assignments (**hard copy and electronic copy**) will be penalised 5% per day. Assignments that are over a week late will not be accepted. Assignments exceeding the word limit will have 3 marks deducted. If students have any difficulties meeting the above requirements, please contact me at [noelle.donnelly@vuw.ac.nz](mailto:noelle.donnelly@vuw.ac.nz)

**(b) Group Case Presentation (25%): Variable due dates.**

**15%** of the total course marks will be awarded for the group presentation of a case study. A further **10%** will be awarded for the submission of a five-page written executive case summary (please refer to the *Group Presentation Guidelines* document).

The group brief is as follows:

Taking a New Zealand MNC (that is a company that operates internationally), critically describe and evaluate the international employment relations issues and challenges they face. Illustrate with examples.

*Group Selection and Management*

Students can self-select their own group, provided: (a) the group includes a maximum of **four** people, and (b) they submit the names and student numbers of their group members by the **end** of the first week of term. Alternatively, students can opt to be assigned to randomly selected groups. Individuals wishing to opt for assigned group will need to **email their name and student number to [Tania.loughlin@vuw.ac.nz](mailto:Tania.loughlin@vuw.ac.nz)**, the HRIR administrator, by the end of the first week of term. Final groups will be listed by the beginning of week two.

Throughout the duration of the course, groups will be scheduled to meet with the course coordinator to discuss progress. As course coordinator, *I reserve the right to interview group members on their contribution and input into group work at any stage during the course.* Following the presentation, each group member will be asked to complete a group report assessing the other group member's contribution.

*Group Presentations*

Case presentations must be **based solely on secondary source information or data**. Unless approved by the human ethics committee, direct contact with the chosen case company is not allowed. Students wishing to seek approval should contact the course coordinator in the first instance. Presentations should be no longer than 30 minutes in duration. A hard copy of the presentation should be given to the course coordinator at the time of the presentation. The assessment criteria for the group presentations will be as follows:

- Quality of content (evidence and presentation of knowledge, concepts, critique, use of examples and research findings, coverage)
- Presentation and Communication skills (engage audience, eye contact, use of language, creativity in presentation of findings),
- Evidence of preparation (visual aids, timing, organization, sequence, evenness of contribution),
- Use of appropriate visual aids,
- Audience involvement (ability to answer questions and invoke discussion or debate).

### *Executive Case Summary*

The aim of the executive case summary is to briefly describe the case company and summarize the main findings, within five pages. Executive summaries should be submitted by **4pm on Thursday the 11<sup>th</sup> of Oct 2007**. These can be handed to the **HRIR administrator on the 10<sup>th</sup> floor of Rutherford House**. The executive summary should be typed, with one and a half line spacing, be clearly referenced and should not exceed two pages in length. The names and student numbers of the group members should be clearly outlined on the front of the document, and each individual's contribution clearly indicated within the document. Extensions will only be granted in exceptional circumstances. If students have any difficulties meeting the above requirements, please contact me at [noelle.donnelly@vuw.ac.nz](mailto:noelle.donnelly@vuw.ac.nz)

### **(c) Final Written End of Term Examinations (50%)**

The remaining **50%** of the total assessment will be awarded for an end of term closed book examination. Previous exams are available through blackboard.

### **MANDATORY COURSE REQUIREMENTS**

To meet Mandatory Course Requirements, students are required to:

- a. Attend all scheduled class sessions;
- b. Complete and submit all assignments; and
- c. Obtain at least 40% (i.e. 20 marks out of 50) of the final examination marks available.

Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade. Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, regardless of whether the mandatory course requirements have been satisfied or not.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board.

### **EXPECTED WORKLOAD**

Students can expect the workload to be approximately 40-42 hours per week of student work, including both scheduled contact time (lectures, tutorials, workshops) and outside class.

### **GROUP WORK**

While the course has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments. You will be expected and encouraged to work in groups on in-term cases and assignments; however reports must be individual submissions.

### **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. Other reference and reading materials may be found in the library's reading materials - material on HR/IR topics can be found in the HD5000 range and academic journals. The following are a selection of some of the main journals containing current research on international employment 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 <http://www.businessnz.org.nz/>

### Grading Guidelines

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

A+	excellent performance in all respects at this level
A	excellent performance in almost all respects at this level
A-	excellent performance in many respects at this level
B+	very good, some aspects excellent
B, B-	good but not excellent performance at this level
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. Note this is a failing grade.

### Policy on Remarking:

Every attempt is made to ensure that the marking is consistent across tutors and fair to students. Students may ask for their written work to be remarked. A different tutor will do the remarking and provide comments. The original marking sheet is removed to ensure the process is independent. If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third marker and the average of the two closest marks is taken. Experience from previous years is that almost all remarks are within 10% and where there is a change in mark, half the assignments go up and half go down. Occasionally there is a significant shift in the mark.

Application for remarks must be made within 5 days after the marks are available. To apply for a remark, complete the request for re-examination of assessed work form (Annex C) stating which sections (criteria listed in the mark sheet) you wish re-examined. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment into the following place:- Pipitea Campus – the Reception Desk on Level 10 Rutherford House where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it. Allow up to 5 days for remarks to be completed

### 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/research/reference/referencingguides.aspx>.

## COURSE CONTENT

### I. MNCs AND INTERNATIONAL EMPLOYMENT RELATIONS: THEIR NATURE AND SCOPE

#### Topic 1 Globalization & MNCs

- The context for Globalization
- The Role and Significance of International Companies
- The Number and Reach of MNCs

**Readings:** Chapter 1 'Globalization and International Management' Edwards & Rees  
UNCTAD, Extracts from World Investment Report 2001-2003.

*Case A: The decision of Macpac to go overseas.*

#### Topic 2 The Consequences of Globalization

- Challenges of Globalization
- Investment Decisions and 'regime competition',
- Fears of 'social dumping'
- Role of the State?
- National Institutional Responses?

**Readings:** Ferner, A. (1997) 'Multinational, Relocation and Employment in Europe', paper for IESE Third International Conference, *Job Creation: The Role of Labour Market Institutions*, Barcelona, Spain.

*Case B: 'Keep Burberry British'*

#### Topic 3 The Theory of International Employment Relations

- Convergence or Divergence?
- The Case of Europe,
- The Diversity of Western European Capitalism,
- The Nature of ER Regimes: 'institutionally strong' vs. 'institutionally weak',
- The Importance of Culture in understanding differences,

**Readings** Chapter 2 'National Systems and Management Action' in Edwards & Rees

Rhodes, M. and van Apeldoorn, B. (1997) 'Capitalism versus Capitalism in Western Europe', (in) Rhodes, M. Heywood, P. and Wright, V. (eds) *Developments in Western European Politics*, New York: St. Martins Press.

*Case C: When Corrie went East?*

#### Topic 4 Multinationals (MNCs) and Employment Relations Systems

- Understanding 'country-of-operation' and 'country-of-origin' effects,
- The attenuation of 'country-of-operation' effects,
- The Japanisation of European employment relations?
- Nationality or sector effects or something else?

**Reading:** Ferner, A. (1997) Country-of-Origin and HRM in Multinational Companies, *Human Resource Management Journal*, 7:1, 19-38.

*Case D: From Euro Disney to Disneyland Paris: A case of mistaken identity?*

## II. THE EVOLUTION OF MULTINATIONAL CORPORATE FORMS: THE IMPLICATIONS FOR INTERNATIONAL HUMAN RESOURCE MANAGEMENT

### Topic 5 The Logic of Strategy and Structure in MNCs

- Management style and organisation
- Different multinational forms and their HR/IR implications

#### **Reading**

Chapter 3 'The Internationalization of the firm' in Edwards & Rees

Edwards, P.K., Armstrong, P, Marginson, P. and Purcell, J. (1996). 'Towards the Transnational Company? The global structure and organisation of multinational firms' in R. Crompton, D. Gallie and K. Purcell (eds), *Changing Forms of Employment*. London: Routledge.

*Case E: Edwards, T. (2002) 'Engineering Products: Internationalising Production' in H. Newell and H. Scarbrough, HRM in Context: A Case Study Approach, Basingstoke: Palgrave.*

### Topic 6 The Role of HRM within MNCs

- International divisionalisation in MNCs
- Centralisation versus Decentralisation
- HR/IR implications of divisionalisation
- The Role of the 'Centre' in MNCs?

#### **Reading**

Chapter 4 'International Strategy and Structure in MNCs' in Edwards & Rees

Scullion, H. and Starkey, K. (2000) 'In Search of the Changing Role of the Corporate Human Resource Function in the International Firm', *International Journal of Human Resource Management*, 11: 1061-81.

## III. THE DEVELOPMENT OF INTERNATIONAL HUMAN RESOURCE STRATEGIES: CONTEMPORARY ISSUES AND DEBATES

### Topic 7 The Management of Subsidiaries and the Diffusion of 'Best Practice'

- The transmission of organisational practices cross-nationally
- The place of 'coercive comparisons' and 'power'
- The structuring of interests through corporate culture

#### **Reading**

Chapter 5 'The transfer of HR practices in MNCs' in Edwards & Rees

Edwards, T, Rees, C. and Coller, X. (1999) 'Structure, Politics and the Diffusion of employment Practices in Multinationals', *European Journal of Industrial Relations*, 5 (3): 286-306.

### Topic 8 The Management of International Managers: Key Issues



- National differences in managing (inter)national managers
- The management of expatriate transfers
- The myth of the international manager?

**Reading**

Chapter 8 'International Recruitment and Selection' in Edwards & Rees

Roussillon, S and Bournois, F (1997) 'Identification and development for management and executive positions in France', *Career Development International*, 2 (7): 341-346.

**Topic 9**

**International Employment Relations in Small to Medium sized MNCs**

- Capturing the case of SME MNCs?
- Different challenges facing SME MNCs
- HRIR Implications,
- Building the case for particularity?
- Implications of distinctiveness

**Reading**

Scullion, H. and Donnelly, N. (1998) 'International HRM: Recent Developments in Irish Multinationals' in Roche et al. (eds.) *Human Resource Strategies: Policy and Practice in Ireland*, Dublin: Oak Tree Press.

**Topic 10**

**Towards Convergence: The Story So Far?**

- Transforming industrial orders: which route to competitive advantage?
- The development of 'enterprise-based' human resource systems
- Competing capitalisms revisited: divergence, convergence or 'converging divergences'

**Reading**

Chapter 13 'Conclusion – the future of IHRM' in Edwards & Rees

Locke, R. and Kochan, T. (1995) 'Conclusion: The Transformation of Industrial Relations? A Cross-National Review of the Evidence', in Locke, R. Kochan., T. and Piore, M. (eds), *Employment Relations: In a Changing World Economy*, London: MIT Press.

**HRIR 303**

**COURSE PLANNER 2007**

<b>WEEK</b>	<b>CLASS DATE</b>	<b>TOPICS</b>	<b>CLASS STRUCTURE</b>
1	9 <sup>th</sup> July	Course Introduction	Groups assigned
2	16 <sup>th</sup> July	Globalisation & MNCs	Ch.1 Edwards & Rees Macpac case
3	23 <sup>rd</sup> July	Global Consequences	Ferner Burberry case
4	30 <sup>th</sup> July	Theory of IER	Ch.2 Edwards & Rees Rhodes & van Apeldoorn Coronation St. case
5	6 <sup>th</sup> August	MNCs & ER Systems	Ferner Euro Disney case
6	13 <sup>th</sup> August	MNC Strategy & Structure	Ch.3 Edwards & Rees Edwards et al Engineering products case
	<i>20<sup>th</sup>–31<sup>st</sup> August</i>	<i>Mid Trimester Break</i>	<b>Essay due 16<sup>th</sup> August 2007</b>
7	3 <sup>rd</sup> September	Role of HRM in MNCs	Ch.4 Edwards & Rees Scullion & Starkey Group Presentations
8	10 <sup>th</sup> September	Diffusion of BPs	Ch.5 Edwards & Rees Edwards et al. Group Presentations
9	17 <sup>th</sup> September	International Managers	Ch.8 Edwards & Rees Roussillion and Bournois Group Presentations
10	24 <sup>th</sup> September	SME MNCs	Scullion & Donnelly Group Presentations
11	1 <sup>st</sup> October	Global Convergence?	Ch.13 Edwards & Rees Locke & Kochan Group Presentations
12	8 <sup>th</sup> October	Course Review	Group Presentations
			<b>Case Summary 11<sup>th</sup> Oct 2007</b>

## **Email Contact**

Students wishing to contact staff by email should adhere to the following instructions: Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email:

eg HRIR303\_Smith\_Pauline\_3000223344\_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

## **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 or go to [www.vuw.ac.nz/policy](http://www.vuw.ac.nz/policy).

For information on the following topics, go to the Faculty's website [www.vuw.ac.nz/fca](http://www.vuw.ac.nz/fca) under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

## **Manaaki Pihipihinga Programme**

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email [manaaki-pihipihinga-programme@vuw.ac.nz](mailto:manaaki-pihipihinga-programme@vuw.ac.nz) or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email [pacific-support-coord@vuw.ac.nz](mailto:pacific-support-coord@vuw.ac.nz) or phone (04) 463 5842.

ANNEX A

VICTORIA UNIVERSITY OF WELLINGTON  
*Te Whare Wānanga o te Ūpoko o te Ika a Māui*



Victoria Management School

HRIR 303 Individual Assignment Cover Sheet

Name: \_\_\_\_\_ Student ID: \_\_\_\_\_

Date Due: \_\_\_\_\_

Date Submitted: \_\_\_\_\_

*I have read and understood the university policy on Academic Integrity and Plagiarism.  
I declare this assignment is free from plagiarism.*

Signed: \_\_\_\_\_

Extension of the due date (*if applicable*)

**Please attach a copy of the note authorising your extension.**

*Date extension applied for:* \_\_\_\_\_

Extension granted until: \_\_\_\_\_

Extension granted by: \_\_\_\_\_