

Victoria Management School

**MMBA561 STRATEGIC / INTERNATIONAL HUMAN
RESOURCE MANAGEMENT**

Trimester One 2008

COURSE OUTLINE

CONTACT DETAILS

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CLASS TIMES AND ROOM NUMBERS

This paper will run in modular form over four Saturdays. The dates for each module are as follows:

Module 1	Saturday 1 st March 2008	9.00-4.00pm	Room RHMZ11
Module 2	Saturday 15 th March 2008	9.00-4.00pm	Room RHMZ11
Module 3	Saturday 29 th March 2008	9.00-4.00pm	Room RHMZ11
Module 4	Saturday 12 th April 2008	9.00-4.00pm	Room RHMZ11

There is no final examination with this paper; all assessment will be conducted throughout the duration of the paper.

COURSE INTRODUCTION

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.

LEARNING 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.

COURSE MATERIALS

There is *no core textbook* for this course. A set of course readings and cases will be distributed prior to the commencement 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 recommended:

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**]

Dowling, P, Festing, M. and Engle, A. (2008) *International Human Resource Management* (5ed), Victoria: Thompson.

Harzing, A. and Van Ruysseveldt, J. (2004). *International Human Resource Management*, (2nded). London: Sage Publications. [copies of this text are available in the library – the call or reference number is **HF5549.5 E45 161 2ed**]

MMBA 561 TRIMESTER 1 2008

COURSE SCHEDULE

Module	Date	Topic	Text
MODULE 1	Mar 1	COURSE INTRODUCTION	
		GLOBALISATION AND HRM	Sparrow et al.; Ferner
		MNCs AND EMPLOYMENT RELATIONS SYSTEMS	Rhodes & van Apeldoorn; Ferner
MODULE 2	Mar 15	STRATEGY AND INTERNATIONAL HRM	Perlmutter; Edwards et al.
		THE ROLE OF HRM WITHIN MNCs	Edwards et al.; Scullion & Starkey
MODULE 3	Mar 29	MANAGING HUMAN RESOURCES WITHIN SUBSIDIARIES: THE DIFFUSION OF 'BEST PRACTICES'	Coller; Edwards et al
		THE MANAGEMENT OF INTERNATIONAL MANAGERS	Roussillon & Barsoux ; Harzing
MODULE 4	April 12	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 meet the mandatory course requirements.

ASSESSMENT TYPE	LENGTH	%	DUE DATE
IHRM Case Study	3,000 words	60%	April 12 2008
Critical Literature Review (including Presentation)	1,000 words	30%	Variable dates
Class Participation	-	10%	Throughout the course

1. IHRM CASE STUDY

The case study is designed to provide students with the opportunity to apply the knowledge developed in the course to an analysis of a key IHRM issue. **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 project is as follows:

Critically evaluate an International HRM issue within a New Zealand MNC (*i.e. a New Zealand company that operates internationally*). Identify the main Strategic and International HRM challenges and possible solutions currently facing the 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.

2. CRITICAL LITERATURE REVIEW

A further **30%** of the total marks will be awarded for the submission (**20%**) and presentation (**10%**) of a critical review of selected course readings. Students will be expected to prepare a critical review (max. 5 pages) of assigned readings 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. Students 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
- the significance of the article for the wider topic of International HRM.

Key discussion-based questions relating to the readings will be expected to 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 argument for class debate. It is recommended that you focus your presentations around ‘pithy’ and concise statements of your positions and lead with a number of critical questions relating to the topic in hand.

3. CLASS PARTICIPATION

In keeping with all post-graduate 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 and debates discussed in class,
- Ability to move beyond the language of the case and evaluate new ideas.

SUBMISSION OF ASSIGNMENTS

Students are requested to submit two copies of each assignment, one in electronic form and one in hard copy form. Students should also ensure that they have a personal copy of each piece of assessment.

MANDATORY COURSE REQUIREMENTS

In order to meet the mandatory course requirements, 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 and should seek supporting documentation from the University’s Student Counselling services, contact counselling-services@vuw.ac.nz .

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>).

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. To this end, a short supplementary reading list for each topic is contained in the course readings pack. Other reference and reading materials may be found in:

- the references provided by the authors of the articles/ chapters/ books in the course reading materials,
- the library's reading materials - material on HR/IR topics can be found in the HD5000 range, and
- other academic journals.

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

- **Asia Pacific Journal of Human Resources**
- Australian Journal of Management
- Columbia Journal of World Business
- European Journal of Industrial Relations
- 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 are:

- 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/>

OTHER USEFUL WEBSITES FOR SELECTED INFORMATION FOR SIHRM

www.odci.gov/cia/publications/factbook

www.dol.gov

http://news.bbc.co.uk/2/hi/asia-pacific/country_profile/default.stm

<http://www01.imd.ch/wcy/>

www.internationallawoffice.com

www.ilo.org/dyn/natlex

www.bakernet.com/gel/

http://europa.eu.int/comm/enlargement/index_en.html

www.business.gov

www.ilo.org

www.bsr.org

www.expatriates.com

www.unsustainable.org

www.getcustoms.com

www.ghrm.rutgers.edu

www.jinjapan.org

www.ciionline.org/AboutCII/44/default.asp

www.fedee.com/index.shtml

www.shrmglobal.org/

www.cipd.org.uk

www.allafrica.com

www.oas.org

www.labour.nic.in/

www.aflcio.org

www.indiagov.org

www.oecd.org

www.ahri.com.au

www.eurunion.org

<http://embassy.org/embassies>

www.weforum.org

www.worldbank.org

MARKING CRITERIA

Victoria MBA Grading Standards are as follows:

Excellent Category

A- (75 – 79%) to A (80 – 84%) to A+ (85 and above%): The learning is demonstrated 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%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds “competency”.

Good Category

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

Satisfactory Category

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

Marginal Category

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

Unsatisfactory / Failure Category

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

INDIVIDUAL WORK

While the Victoria MBA programme 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.

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.

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 on the ground floor (EA005). This counter is the first point of contact for :

- 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.victoria.ac.nz/home/about/policy/students.aspx

For information on the following topics, go to the Faculty's website www.victoria.ac.nz/fca under Important Information for Students:

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

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 students 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 penalized 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:

www.victoria.ac.nz/home/studying/plagiarism.html

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 or phone (04) 463 6015. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.