



Victoria Management School

HRIR 303 INTERNATIONAL EMPLOYMENT RELATIONS

Trimester Two 2008

COURSE OUTLINE

LECTURER / COURSE COORDINATOR

Dr. Noelle Donnelly

Room: RH1009, Rutherford House

Phone: 463 5704

Email: noelle.donnelly@vuw.ac.nz

ADMINISTRATOR

Tania Loughlin

Room: RH1022, Rutherford House

Phone: 463 5358

Email: tania.loughlin@vuw.ac.nz

CLASS TIMES AND ROOM NUMBERS

Friday 12.40 - 15.30pm Government Buildings GB LT3

TRIMESTER DATES: Monday 7th July to Saturday 8 November 2008.

This course has a three hour final examination. Students who enrol in courses with examinations should be able to attend an examination at the University at any time during the formal examination period.

Examination dates for trimester two: Friday 17 October to Saturday 8 November 2008

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 analyze 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 internationalization 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 10th 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

The assessment for HRIR 303 consists of four pieces of assessment. All items must be completed to pass the course:

ASSESSMENT	%	DATE
Individual Essay	25%	11 th August (1.00pm)
Group Case Study Presentation	15%	Variable dates
Executive Case Summary	10%	6 th October (1.00pm)
Final Written Examination	50%	17 th Oct- 8 th Nov
TOTAL	100%	

(a) Individual Essay (25%):

25% of the overall marks for this course will be awarded for an individual essay. 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 Essay Title

Critically evaluate the way in which globalization has impacted on the international employment relations practices of multinational companies. Draw on empirical evidence to support your answer.

Electronic copies of your essays must be submitted on Blackboard by **4pm on the due date**. 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 **Assignment Box 14** on the Mezzanine Floor, Rutherford House by **1pm on the due date**. Late assignments may be handed to Tania Loughlin, the HRIR administrator, 10th Floor, Rutherford House. 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

(b) Group Presentation & Executive Summary (25%):

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:

Critically describe and evaluate an International Employment Relations (IER) issue within a New Zealand based MNC. Identify the employment relations challenges and possible solutions the organisation currently faces.

Group Selection and Management

Students can self-select their own group, provided: (a) they meet the maximum group requirement, 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, 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 permitted. Students wishing to seek approval should contact the course coordinator in the first instance. 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 include: the 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; and, audience involvement (ability to answer questions and invoke discussion or debate).

Executive 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 **1pm on due date**. These can be handed to the **HRIR administrator on the 10th 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

(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.

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 9 hours per week, including both scheduled contact time (lectures, tutorials, workshops) and outside class preparation.

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 group-based assignments.

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 HRIR 303 2008

WEEK	CLASS DATE	TOPICS	CLASS STRUCTURE
1	11 th July	Course Introduction	Groups assigned
2	18 th July	Globalization & MNCs	Ch.1 Edwards & Rees Macpac case
3	25 th July	The Consequences of Globalization	Ferner Fisher & Paykel case
4	1 st August	The Theory of International Employment Relations	Ch.2 Edwards & Rees Rhodes & van Apeldoorn Coronation St. case
5	8 th August	MNCs & Employment Relations Systems	Ferner Euro Disney case
6	15 th August	The Logic of Strategy & Structure in MNCs	Ch.3 Edwards & Rees Edwards et al Engineering products case
			Essay due 11th August 1pm
		<i>Mid Trimester Break</i>	
7	5 th September	The Role of HRM within MNCs	Ch.4 Edwards & Rees Scullion & Starkey Group Presentations
8	12 th September	The Management of Subsidiaries and the Diffusion of Best Practices	Ch.5 Edwards & Rees Edwards et al. Group Presentations
9	19 th September	The Management of International Managers	Ch.8 Edwards & Rees Roussillion and Bournois Group Presentations
10	26 th September	IER within SME MNCs	Scullion & Donnelly Group Presentations
11	3 rd October	Towards Global Convergence?	Ch.13 Edwards & Rees Locke & Kochan Group Presentations
12	10 th October	Course Review	Group Presentations
			Summary due 6th October 1pm

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

- 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.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: including the work of others will not be considered plagiarism as long as the work 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:

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.

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: _____