



Victoria Management School

HRIR 303 INTERNATIONAL EMPLOYMENT RELATIONS

Trimester Two 2009

COURSE OUTLINE

LECTURER / COURSE COORDINATOR

Dr. Noelle Donnelly

Room: RH1009, Rutherford House

Phone: 463 5704

Email: noelle.donnelly@vuw.ac.nz

Office Hours: Monday 9.30 – 11.30 (please email to arrange an appointment)

ADMINISTRATOR

Tania Loughlin

Room: RH1022, Rutherford House

Phone: 463 5358

Email: tania.loughlin@vuw.ac.nz

CLASS TIMES AND ROOM NUMBERS

Wednesday 11.30 - 14.20pm Government Buildings GB LT2

TEACHING PERIOD: Monday 13 July to Friday 16 October 2009

STUDY PERIOD: Monday 19 October to Monday 26 October 2009

EXAMINATION PERIOD: Tuesday 27 October to Saturday 14 November 2009 (inclusive)

This course has a final 3 hour examination in the examination period of 27th October–14th November 2009.

Note: 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.

Withdrawal dates: Information available via

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

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-RELATED STUDENT LEARNING OBJECTIVES

As an expanding area of study this course has a number of learning objectives. By the end of this course, students should be able to:

- to demonstrate an understanding of key developments in managing employment relationships across national borders,
- to have a critical appreciation of the issues that shape International Employment Relations practices within MNCs,
- to apply selected theoretical frameworks to the critical examination of the International Employment Relations practices within MNCs,
- to have an understanding of and present the analysis and assessment of selected International Employment Relations issues within New Zealand MNCs.

* All four assessment items are designed to address these learning objectives.

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.

COURSE DELIVERY

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 HRIR303 consists of four pieces of assessment. All items must be **completed** to pass the course:

ASSESSMENT	%	DUE DATES
Individual Essay	25%	14 th August <i>1.00pm hard copy / 4.00pm electronic copy</i>
Group Case Study Presentation	15%	Variable dates
Executive Case Summary	10%	14 th October <i>1.00pm hard copy / 4.00pm electronic copy</i>
Final Written Examination	50%	
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

Outline and critically evaluate the *factors* that shape the international management of employment relationships within MNCs. Draw on empirical evidence to support your views.

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 16** 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:

Describe and discuss the approach that a New Zealand MNC adopts towards the management of IER issues. Citing examples, describe how their internationalisation has shaped their approach to the management of IER issues.

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 **4pm 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 **five** 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>.

**HRIR 303 INTERNATIONAL EMPLOYMENT RELATIONS
COURSE CONTENT 2009**

DATE	TOPICS	READINGS
15 th July	INTRODUCTION TO GLOBALIZATION	Groups assigned
22 nd July	GLOBALIZATION & MNCs THE CONSEQUENCES OF GLOBALIZATION	Ch.1 Edwards & Rees WIR Reports; FT Global 500, Scullion et al
29 th July	THE THEORY OF INTERNATIONAL EMPLOYMENT RELATIONS	Ch.2 Edwards & Rees Rhodes & van Apeldoorn
5 th August	MNCs & EMPLOYMENT RELATIONS SYSTEMS	Ferner & Quintanilla article
12 th August	READING WEEK	<i>Essay due 14th August</i>
19 th August	STRATEGY & STRUCTURE IN MNCs: HOW MNCs WORK?	Ch.3 Edwards & Rees Edwards et al article
<i>MID-TRIMESTER BREAK (24th AUG – 6th SEPT)</i>		
9 th Sept	THE ROLE OF HRM WITHIN MNCs	Ch.4 Edwards & Rees Scullion & Starkey Group Presentations
16 th Sept	MANAGING SUBSIDIARIES: THE DIFFUSION OF 'BEST PRACTICES'	Ch.5 Edwards & Rees Edwards et al. article Group Presentations
23 rd Sept	GLOBAL TALENT MANAGEMENT: THE MANAGEMENT OF INTERNATIONAL MANAGERS	Ch.8 Edwards & Rees Collings et al article Group Presentations
30 th Sept	INTERNATIONAL EMPLOYMENT RELATIONS WITHIN SMALL COUNTRY MNCs	Donnelly article Group Presentations
7 th Oct	TOWARDS GLOBAL CONVERGENCE?	Ch.13 Edwards & Rees Locke & Kochan Group Presentations
14 th Oct.	COURSE REVIEW	<i>Executive Summary due 14th October</i>

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.

For the following important information follow the links provided:

Academic Integrity and Plagiarism

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

General University Policies and Statutes

<http://www.victoria.ac.nz/home/about/policy/academic.aspx>

Faculty of Commerce and Administration Offices

<http://www.victoria.ac.nz/fca/studenthelp/Contactus.aspx>

Manaaki Pihipihinga Programme

http://www.victoria.ac.nz/st_services/mentoring/

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: _____