

Victoria Management School

HRIR 303 INTERNATIONAL EMPLOYMENT RELATIONS

Trimester Two 2010

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: RH1021, Rutherford House

Phone: 463 5358

Email: tania.loughlin@vuw.ac.nz

CLASS TIMES AND ROOM NUMBERS

Friday 9.30 – 12.20pm Rutherford House RHLT3

Office Hours: Thursdays 9.30 – 11.30 (please email to book an appointment)

TRIMESTER DATES

Teaching Period: Monday 12th July – Friday 15th October 2010

Study Period: Monday 18th October – Thursday 21st October 2010

Examination Period: Friday 22nd October – Saturday 13th November 2010 (inclusive)

Withdrawal from Courses:

Your fees will be refunded if you withdraw from this course on or before **23 July 2010**. The last date for withdrawal from this course is the three-quarter point of the teaching period, i.e. **Friday 24 September**. After that date, permission to withdraw requires the permission of the Associate Dean (Students) as set out in section 8 of the Personal Courses of Study Statute

<http://policy.vuw.ac.nz/Amphora!~policy.vuw.ac.nz~POLICY~00000001743.pdf>

Course Content

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 Learning Objectives

By the end of this course, students should be able to:

- 1 Discuss key developments in managing the employment relationship across national borders; (this is assessed in the first assignment and in the final examination)
- 2 Analyse the impact of multinational corporations (MNCs) on national employment relations and vice versa (this is assessed in the first assignment and in the final examination);
- 3 Explain the impact of human resources and industrial relations on strategic business decisions in different kinds of MNCs (this is assessed in both assignments and the final examination);
- 4 Describe the organisational structures of MNCs and their evolution in response to the internationalisation of the world economy (this is assessed in the second assignment, class discussion and final examination);
- 5 Show how corporate structure, strategy and culture affect the management of human resources and industrial relations (this is assessed in the second assignment, class discussion and final examination).

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.

**HRIR 303 INTERNATIONAL EMPLOYMENT RELATIONS
COURSE CONTENT 2010**

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

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 Tania Loughlin, 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.

Expected Workload

Students can expect the workload to be approximately 10 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 for the second assignment. The group component which accounts for 15% of the final marks relates to the case presentation (assessment criteria are available on Blackboard).

Class Representative

A class representative will be elected in the first week and that person's name and contact details will be available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

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

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%	16th August <i>1.00pm hard copy / 4.00pm electronic copy</i>
Group Case Study Presentation	15%	Variable dates <i>(to commence in week 7)</i>
Executive Case Summary	10%	15th October <i>1.00pm hard copy / 4.00pm electronic copy</i>
Final Written Examination	50%	

(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 be 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.

Essay Title:

It is often argued that national employment relations systems are increasingly converging. Critically assess the accuracy of this view. In your answer, account for the factors that may promote or inhibit the convergence of national employment relations systems.

A hard copy of the essay must be submitted and 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. In addition, electronic copies of your essays must be submitted on Blackboard by **4pm on the same due date**. Electronic submission is compulsory and is used to facilitate screening for plagiarism. Further instructions for submitting the essay in electronic format will be available on Blackboard. ***In order to prevent plagiarism, students are required to keep a copy of their assignment along with 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).

Project Brief

Taking a New Zealand-owned Multinational Corporation (MNC), describe and evaluate their approach to 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.* At various times during the trimester, group members will be asked to assess 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 summarize the main findings of the case project, within five pages. Hard copies of the executive summaries should be submitted and placed in Box 14 on the Mezzanine Floor of Rutherford House by **1pm on the due date**. 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.donnely@vuw.ac.nz

(c) Final Written End of Term Examinations (50%) (3 hour exam)

The remaining **50%** of the total assessment will be awarded for an end of term closed book examination. Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period. The final examination for this course will be scheduled at some time during the period **Friday 22nd October – Saturday 13th November 2010 (inclusive)**

**Students please note:* your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

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.

REFERENCE AND READING MATERIALS

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

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.

Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

Policy on Remarking:

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 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>.

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>

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

http://www.victoria.ac.nz/home/about_victoria/avcademic/Publications.aspx

Faculty of Commerce and Administration Offices

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

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: _____