

Victoria Management School

**HRIR 303 INTERNATIONAL EMPLOYMENT RELATIONS**

Trimester One 2011

**COURSE OUTLINE**

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**LECTURER / COURSE COORDINATOR**

*Dr. Noelle Donnelly*

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Phone: 463 5704

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

*Office Hours will be on Tuesdays. Please email to book an appointment.*

**ADMINISTRATOR**

**Tania Loughlin**

Room: RH1022, Rutherford House

Phone: 463 5358

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

**CLASS TIMES**

Friday 10.30-12.20pm Rutherford House RHLT2

**TRIMESTER DATES FOR 2011**

Teaching Period: Monday 28 February – Friday 3rd June 2011

Study Period: Monday 6 June – Thursday 9 June 2011

Examination Period: Friday 10 June – Saturday 2 July (inclusive) 2011

**WITHDRAWAL FROM COURSES**

Your fees will be refunded if you withdraw from this course on or before 11 March 2011. The standard last date for withdrawal from this course is 14 May 2011. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an 'Application for Associate Dean's Permission to Withdraw Late' including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks.

## **COURSE CONTENT**

The field of international employment relations (IER) has grown in importance as the number of international organisations and the size of their workforces 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 employment relationships across national boundaries.

This course examines the factors and issues that shape the HRM and IR policies and practices of MNCs. 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 2011**

<b>DATE</b>	<b>TOPICS</b>	<b>READINGS</b>
4 <sup>th</sup> March	<b>INTRODUCTION TO GLOBALIZATION</b>	Tutorials & Groups assigned Ch. 1 Edwards & Rees
11 <sup>th</sup> March	<b>GLOBALIZATION &amp; MNCs</b>	Ch.2 Rees & Edwards Donnelly & Dowling
18 <sup>th</sup> March	<b>THE CONSEQUENCES OF GLOBALIZATION</b>	Ch.3 Rees & Edwards Eurofound factsheets,
25 <sup>th</sup> March	<b>THE THEORY OF INTERNATIONAL EMPLOYMENT RELATIONS</b>	Ch. 3 Rees & Edwards Ch 4 Almond Rhodes & van Apeldoorn
1 <sup>st</sup> April	<b>MNCs &amp; EMPLOYMENT RELATIONS SYSTEMS</b>	Ch. 3 Rees & Edwards & Ch. 4 Almond Ferner & Quintanilla article
8 <sup>th</sup> April	<b>STRATEGY &amp; STRUCTURE IN MNCs: HOW MNCs WORK?</b>	Ch.5 Edwards & Rees Edwards et al article
15 <sup>th</sup> April	<b>THE ROLE OF HRM WITHIN MNCs</b>	Ch. 6 Smale Scullion & Starkey
	<b><i>EASTER &amp; MID TRIMESTER BREAK</i></b>	<b><i>Essay due 11<sup>th</sup> April</i></b>
6 <sup>th</sup> May	<b>MANAGING SUBSIDIARIES: THE DIFFUSION OF 'BEST PRACTICES'</b>	Ch.7 Edwards, Rees & Zhang Edwards et al. Article
13 <sup>th</sup> May	<b>GLOBAL TALENT MANAGEMENT: THE MANAGEMENT OF INTERNATIONAL MANAGERS</b>	Ch.10 Moore Collings et al article
20 <sup>th</sup> May	<b>INTERNATIONAL EMPLOYMENT RELATIONS WITHIN SMALL COUNTRY MNCs</b>	Donnelly article
27 <sup>th</sup> May	<b>PRESENTATION WORKSHOP</b>	Group Presentations
3 <sup>rd</sup> June	<b>PRESENTATION WORKSHOP &amp; COURSE REVIEW</b>	Group Presentations Locke & Kochan article

## 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. (2011) *International Human Resource Management: Globalization, National Systems and Multinational Companies (2<sup>nd</sup> Edition)*, London: Pearson Education.

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, 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.

## EXPECTED WORKLOAD

Students can expect the workload to be approximately 10-15 hours per week, including both scheduled contact time (lectures, tutorials, workshops) and outside class preparation.

## CLASS REPRESENTATIVE

Nominations for the class representative will be taken in the first week and announced in the second week. The class representative details will be made available on Blackboard.

## 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 three pieces of assessment. All items must be **completed** to pass the course:

Assessment	%	Due Dates
Individual Essay	25%	<b>Monday 11<sup>th</sup> April 2011</b> <i>6.00pm electronic copy / 4.00pm hard copy</i>
Group Case Study Presentation	15%	<b>Weeks 10, 11 and 12</b>
Final Written Examination	60%	During scheduled examination period

#### (a) Individual Essay (worth 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 **1,800 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 this course outline.

#### Essay Title:

Describe and discuss how national employment relations systems are shaped by the process of globalization. Cite empirical evidence to substantiate your answer.

A hard copy of the essay must be submitted and placed in **Assignment Box 15** on the Mezzanine Floor, Rutherford House by **4pm on the due date**. Late assignments should be handed to Tania Loughlin, the HRIR administrator, 10<sup>th</sup> Floor, Rutherford House. In addition, electronic copies of your essays must be submitted on Blackboard by **6pm 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 by 10% or above 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 Presentation (worth 15%):

**15%** of the total course marks will be awarded for the group presentation of a case study. **Presentation workshops will occur in weeks 10, 11 and 12 and will be scheduled for 9.30-10.30 the hour before our scheduled class time.**

### **Presentation 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 (max of 3/4 people per group), 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.* 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). Presentations will be run as workshops in weeks 10,11 and 12 – attendance is mandatory.

### **(c) Final Written End of Term Examinations (worth 60%)**

The remaining **60%** of the total assessment will be awarded for an end of term three hour 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 **from Friday 10 June – Saturday 2 July 2011.**

*\*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 scheduled group presentation workshops in weeks 10, 11 and 12;
- b. Complete and submit all assignments by their due date and time; and
- c. Obtain at least 40% (i.e. 24 marks out of 60) 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**

Find key dates, explanations of grades and other useful information at [www.victoria.ac.nz/home/study](http://www.victoria.ac.nz/home/study)

Find out about academic progress and restricted enrolment at <http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at [www.victoria.ac.nz/home/about/policy](http://www.victoria.ac.nz/home/about/policy), except qualification statutes, which are available via the Calendar webpage at <http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at [www.victoria.ac.nz/home/about\\_victoria/avcacademic/default.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx)

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

[http://www.victoria.ac.nz/home/about\\_victoria/avcacademic/Publications.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/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/](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: \_\_\_\_\_