# VICTORIA
### UNIVERSITY OF WELLINGTON

## School of Management

## MMBA 561 STRATEGIC AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT

### Trimester 1 2012

### COURSE OUTLINE

| COURSE COORDINATOR | SENIOR ADMINISTRATOR |
|---|---|
| *Dr. Noelle Donnelly* | *Linda Walker* |
| Room: RH1009, Rutherford House | Room: RH1004, Rutherford House |
| Phone: 463 5704 | Phone: 463 5367 |
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**Trimester Dates:** Monday 5 March – Friday 8 June 2012

**Withdrawal from Course**

Your fees will be refunded if you withdraw from this course on or before Friday 16 March 2012. The standard last date for withdrawal from this course is Friday 18 May 2012. 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.

**CLASS TIMES AND ROOM NUMBERS**

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

| | | | | |
|---|---|---|---|---|
| Module 1 | Saturday | 17 March | 9.00 - 4.00pm | Room RHMZ05 |
| Module 2 | Saturday | 24 March | 9.00 - 4.00pm | Room RHMZ05 |
| Module 3 | Saturday | 28 April | 9.00 - 4.00pm | Room RHMZ05 |
| Module 4 | Saturday | 12 May | 9.00 - 4.00pm | Room RHMZ05 |

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

**COURSE OBJECTIVES**

Post-experience programmes at Victoria serve to produce professional managers capable of fulfilling strategic roles within corporate and government enterprises. Integral to this is an understanding of the role that human resources management (HRM) issues play in a global environment. 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. This course provides 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 decisions as to whether to deal with employees individually or collectively through trade unions, works councils, or, some other form of representation.

**COURSE LEARNING OBJECTIVES**

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

- Discuss key issues associated with managing people across national borders,

- Analyse the impact that MNCs have on national employment relations systems and vice 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),

- Apply critical thinking to 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,

- Critique the evolution of multinational organisational structures in response to the internationalisation of the world economy,

- Analyse how corporate structure, strategy and culture affects the management of human resources and industrial relations.

In addition, this course will provide students with the opportunity:
- to develop oral, written and IT-related communication skills
    - through active participation in tutorial and class discussion,
    - through the development and presentation of oral and written reports, using narrative, rhetoric and diagrammatic and other schema as forms of presentation
    - through formal and informal classroom debate,
- to develop critical and creative thinking skills
    - through exercises and assignments requiring analysis, evaluation, interpretation and synthesis,

- through debate and classroom discussion,
 - to develop leadership skills
- through structured independent study: a project activity, a practicum, an internship etc
- through leading a presentation or group exercise
- through fulfilling spokesperson duties, reporting on a group's activities or ideas to a class


**EXPECTED WORKLOAD**

Workload expectations for this course are 10 hours per week and 30 hrs during the mid-trimester break**.**


**INDIVIDUAL WORK**

While post-experience programmes have 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.

Please note: your assessed work may also be used by the Faculty 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 programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course

**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 and available in the library:

Edwards, T. and Rees, C. (2010) *International Human Resource Management: Globalization, National Systems and Multinational Companies, (2nd Edition)* London: Pearson Education.

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

Harzing, A. and Pinnington, A (2011) *International Human Resource Management,* (3rd ed). London: Sage Publications.

# MMBA 561

## COURSE SCHEDULE

| Module | Date | Topic | Content |
| --- | --- | --- | --- |
| MODULE 1 | 17th March | INTRO | COURSE INTRODUCTION & ASSESSMENT |
| | | TOPIC 1 | GLOBALIZATION AND HRM |
| | | TOPIC 2 | MNCS AND EMPLOYMENT RELATIONS SYSTEMS |
| MODULE 2 | 24th March | TOPIC 3 | STRATEGY AND INTERNATIONAL HRM |
| | | TOPIC 4 | THE ROLE OF HRM WITHIN MNCS |
| MID TRIMESTER BREAK (6TH - 21st April) | | | |
| MODULE 3 | 28th April | TOPIC 5 | MANAGING HUMAN RESOURCES WITHIN SUBSIDIARIES: THE DIFFUSION OF 'BEST PRACTICES' |
| | | TOPIC 6 | MANAGING MANAGERS: GLOBAL TALENT MANAGEMENT |
| MODULE 4 | 12th May | TOPIC 7 | MANAGING SMALL TO MEDIUM SIZED MNCS – THE IMPORTANCE OF SIZE |
| | | TOPIC 8 | MANAGING WORK SYSTEMS: EMERGING FORMS OF WORK ORGANISAITON |
| | | | FINAL PRESENTATIONS |
| | | | 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 for this paper.

| ASSESSMENT TYPE | LENGTH | % | DUE DATE |
|---|---|---|---|
| IHRM Case Study | 3,000 words | 50% | 31st May 2012 |
| | Case presentation | 10% | 12th May 2012 |
| Critical Review & Presentation | 1,000 words | 20% | Variable dates |
| | Presentation & Discussion | 10% | |
| Class Participation | | 10% | Throughout the course |

## IHRM INDIVIDUAL CASE STUDY

The case study is designed to provide you with the opportunity to apply the knowledge developed in the course to an analysis of a key IHRM issue. **60%** of the overall marks will be assigned to the written submission (50%) and oral presentation (10%) of an individual case 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 individual submission and presentation of a critical review. Students will be expected to prepare a critical review of assigned readings and lead a group discussion within class. The review should provide a brief summary and in-depth critical discussion of the article and topic, 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 on Blackboard. In brief, it is expected that you go beyond a mere review of the readings and attempt to develop a *critical* 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-experience 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. Evaluation of your 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.

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.

### SUBMISSION OF ASSIGNMENTS

For accreditation purposes, students are requested to submit <u>two copies</u> 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. Assignments should be handed in to the 10th floor reception by the due date and time.

**MANDATORY COURSE REQUIREMENTS**

In order to meet the mandatory course requirements, students <u>must submit and pass all of their assignments by their due dates or within approved extensions</u>. 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 <u>counselling-services@vuw.ac.nz</u> .

**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).

**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

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

www.business.gov

www.ilo.org

www.bsr.org

www.expatriates.com

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.oced.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 – 85%) 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.

## 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.

## CLASS REPRESENTATIVE
A class representative will be elected in the first class, and that person's name and contact details made 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.

**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. *You are strongly advised to check with the course coordinator if you are uncertain about how to use and cite material from other sources.*

**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
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, 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

**AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support**
http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx

**Faculty of Commerce and Administration Offices**
http://www.victoria.ac.nz/fca/studenthelp/

**Te Putahi Atawhai**
**Maori and Pacific Mentoring Programme**
http://www.victoria.ac.nz/st_services/tpa/index.aspx

**ANNEX A**

**Victoria Management School**

**MMBA 561 Individual Case Study Cover Sheet**

*Name:*_____                    *Student ID:*_____

**Date Due:** _____                    **Date Submitted:** _____

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*I have read and understood the university policy on Academic Integrity and Plagiarism. I declare this assignment is free from plagiarism.*

Signed: _____

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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:_____