

School of Management

HRIR 303 INTERNATIONAL EMPLOYMENT RELATIONS

Trimester 1, 2014

COURSE OUTLINE

CONTACT DETAILS:

LECTURER / COURSE COORDINATOR

Dr. Noelle Donnelly

Room: RH1009, Rutherford House

Phone: 463 5704

Email: noelle.donnelly@vuw.ac.nz

Office Hours are held every Wednesday. Please email to book an appointment.

ADMINISTRATOR

Ina Yoo

Room: RH1022, Rutherford House

Phone: 463 5358

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UNDERGRADUATE PROGRAMME MANAGER

Garry Tansley

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Phone: 463 6968

Email: garry.tansley@vuw.ac.nz

TRIMESTER DATES

Teaching Period: Monday 3 March – Friday 6 June

Study Period: Monday 9 June – Thursday 12 June

Examination Period: Friday 13 June – Wednesday 2 July (inclusive)

WITHDRAWAL FROM COURSE

Your fees will be refunded if you withdraw from this course on or before Friday 14 March 2014.

The standard last date for withdrawal from this course is Friday 16 May 2014. 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

Monday 11.30 am - 1.20pm GBLT3 Government Buildings

COURSE OVERVIEW

This course focuses on the management of employment relationships across national borders. It provides a critical examination of the issues and challenges that the human resource management (HRM) and industrial relations (IR) policies and practices of multinational corporations (MNCs).

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.

COURSE DELIVERY

This course is structured around a series of lectures, case studies, class debate and, where relevant, video materials. Additional readings or case material will be available through

blackboard and will be referred to during lectures. 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. 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 lectures and posted on the Blackboard server.

The set text for this course is:

Edwards, T. and Rees, C. (2011) *International Human Resource Management: Globalization, National Systems and Multinational Companies (2nd Edition)*, London: Pearson Education.

TUTORIAL SIGNUP INSTRUCTIONS

Tutorials will begin in week 3. Tutorial signup is conducted through the online programme 'S-Cube'. You will already have been notified by email about your sign-up to a tutorial. Go to the signup website at <https://signups.victoria.ac.nz> and enter your SCS username and password to log into the system. Click on HRIR303 and follow the instructions. If you have been unable to sign up by the end of the second week of the course please contact the Undergraduate Programme Manager, Garry Tansley.

EXPECTED WORKLOAD

A total of 150 hours of work is expected from students in this course. This consists of 31 hours of classes, eight hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 23 hours revising during mid-trimester break and study week.

GROUP WORK

While this course has a tradition of 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 to work in groups for the second assignment. The group component which accounts for 15% of the final marks relates to the case presentation.

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

From Trimester 1, 2014, a revised Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

In particular, there will be a new grade scheme, in which the A+ range will be 90-100% and 50-54% will be a C-.

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% | Wednesday 2 nd April <i>1.00pm hard copy / 5.00pm electronic copy</i> |
| Group Case Study Presentation | 15% | Weeks 6 – 11 |
| Tutorial Participation | 10% | Begin week 3 and On-going |
| Final Written Examination | 50% | During scheduled examination period 3 hours closed book |

(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. Essays should be no longer than **1,500 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 this course outline. *Assignments will be posted on blackboard along with guidelines for completion of assignments.*

A hard copy of the essay must be submitted and placed in **HRIR 303 Assignment Box 15** on the Mezzanine Floor, Rutherford House by **1pm on the due date**. Late assignments should be handed to Ina Yoo, the HRIR administrator, 10th Floor, Rutherford House. In addition, electronic copies of your essays must be submitted on Blackboard by **5pm 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.*

**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.

(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 commence in week 6 (presentation groups and schedule will be finalised in week 2).

Group Selection and Management

Students can self-select their own group, provided: (a) they meet the maximum group requirement (5 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 Ina.Yoo@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.

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 are available through blackboard. Presentations will begin in week 6.

(c) Tutorial Participation (worth 10%):

There are 7 tutorials in this paper and tutorials being in Week 3. Your participation in tutorials will be assessed through a quick quiz on an assigned reading or case study which will be posted on blackboard. Each quiz is worth a potential 2% and your **final grade will be based on your top 5 grades across all 7 tutorials**. A range of quiz questions will be provided on Blackboard the week before the tutorial in order to guide your reading. These quick quizzes will occur at the end of each tutorial following a wider discussion of the topic.

(d) Final Written End of Term Examinations (worth 50%)

The remaining **50%** 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 following period: Friday 13th June – Wednesday 2nd July (inclusive).

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MANDATORY COURSE REQUIREMENTS

In addition to obtaining an overall course mark of 50% or better students are required to:

- a. Complete and submit all assignments by their due date and time;
- b. Complete 5 out of the 7 tutorial quizzes, 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. If you cannot complete an assignment or sit a test or examination, refer to www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

PENALTIES

In fairness to other students, work submitted after any deadline will incur a penalty for lateness.

- (i) **The penalty is 2 of the marks available** (marks available means what the assignment is worth i.e. 20% or 20 marks) for an assignment submitted after the due time on the due date **for each part day or day late**. (for example if an assignment is out of 20 and the assignment receives 50% then one day late means the mark will be out of 18 and the student will receive 50% of 18). **Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Course Requirements**.
- (ii) Course Outlines provide a signal to students of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. **Extensions** to submission deadlines for any assigned work will only be granted with documented explanation from for example Student Counselling Services (SCS).
- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the **course coordinator**, providing documentary evidence of the reasons of their circumstances.

All such applications must be made **before** the deadline and be accompanied by documentary evidence, eg a medical certificate, or counsellor's report clearly stating the degree of impairment, and the dates the illness or event prevented you from undertaking your academic studies. This can be applied retrospectively.

- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with the **Course Coordinator** as soon as possible, and make application for waiver of a penalty as soon as practicable.

- (v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic.

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

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. **For marks:** 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. **For grades:** If the grade differs by one grade then the highest grade is taken. If the grade differs by more than one grade then the assignment is marked by a third marker and the average grade is taken. Experience from previous years is that almost all remarks are within 10% or one grade and where there is a change in mark or grade, half the assignments go up and half go down. Occasionally there is a significant shift in the mark or grade. Application for remarks must be made within 5 days after the assignments 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 a minimum of 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>.

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

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



School of Management

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: _____

Course Content HRIR 303

| WEEK | DATE | TOPIC | READINGS | TUTORIALS, ASSIGNMENTS, GROUP PRESENTATIONS |
|------------------------------|-------------|--|--|--|
| 1 | March 3 | Introduction to International Employment Relations | Edwards & Rees Chapter 1 | Groups Assigned |
| 2 | March 10 | Globalisation and MNCs | Edwards & Rees Chapter 2 Donnelly & Dowling | |
| 3 | March 17 | Theoretical Approaches to International Employment Relations | Edwards & Rees Chapter 3 & 4 | Tutorial 1 |
| 4 | March 24 | MNCs and Employment Relations Systems | Edwards & Rees Chapter 3 & 4 | Tutorial 2 |
| 5 | March 31 | Strategy and International Employment Relations | Edwards & Rees Chapter 5 | Essay due 2nd April |
| 6 | April 7 | The Role of HRM within MNCs | Edwards & Rees Chapter 6 | Tutorial 3 Group Presentations |
| 7 | April 14 | Managing ER in Subsidiaries: The Diffusion of 'Best Practice' | Edwards & Rees Chapter 7 | Tutorial 4 Group Presentations |
| Mid – Trimester Break | | | | |
| 8 | May 5 | Managing Managers: Global Talent Management | Edwards & Rees Chapter 9 & 10 | Tutorial 5 Group Presentations |
| 9 | May 12 | Managing MNCs from Small Countries | Donnelly article available on BB | Tutorial 6 Group Presentations |
| 10 | May 19 | The Management of Voice across borders | Edwards & Rees Chapter 12 | Tutorial 7 Group Presentations |
| 11 | May 26 | Future Trends in IER & Revision Questions | Locke & Kochan available on BB | Group Presentations |
| 12 | June 4 | Course Review | | |

