

School of Management

MMBA 561 STRATEGIC AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Trimester 1 2015

COURSE OUTLINE

COURSE COORDINATOR

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SENIOR ADMINISTRATOR

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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	March 14	9.00 - 4.00pm	Room GBG05
Module 2	Saturday	March 21	9.00 - 4.00pm	Room GBG05
Module 3	Saturday	May 9	9.00 - 4.00pm	Room GBG05
Module 4	Saturday	May 16	9.00 - 4.00pm	Room GBG05

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

Trimester Dates:

Teaching Period: Monday 2nd March – Friday 5th June 2015

Withdrawal from Course

Your fees will be refunded if you withdraw from this course on or before Friday 13 March 2015. The standard last date for withdrawal from this course is Friday 15th May 2015. 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 or [online](#).

COURSE OBJECTIVES

A critical analysis of models of strategic human resource management within the context of international practice. The focus is on the strategic management of employees in a manner that contributes to competitive advantage. Issues of human resource planning, policy and cross-functional integration are addressed.

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.

COURSE LEARNING OBJECTIVES

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

- Demonstrate an understanding of key issues associated with managing people across national borders,
- Analyse the impact that MNCs have on national employment systems and vice versa (this will also include the extent to which MNCs adapt their HRM practices to different national ‘cultures’ of management and HRM and/or the degree to which they act as innovators, introducing new HRM approaches and management cultures),
- Analyse and apply critical thinking to the impact of HRM on strategic business decisions in different kinds of MNCs – for example, the HRM factors that shape the location of foreign investment,
- Demonstrate knowledge of the evolution of multinational organisational structures in response to the internationalisation of the world economy,
- Articulate knowledge and critical thinking about how corporate structure, strategy and culture affects the international management of HRM.

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

In keeping with post-experience programmes 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

The required textbook for this course is:

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

Further readings (for critical reviews) and cases will be distributed via Blackboard at the commencement and throughout 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:

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 STRATEGIC AND INTERNATIONAL HRM

COURSE SCHEDULE

Module	Date	Content	Chapters
Module 1	14 March	Introduction: Course Introduction & Assessment	Edwards & Rees Chapter 1
		Topic 1: Globalization and HRM	Edwards & Rees Chapter 2 Donnelly & Dowling (2012)
		Topic 2: MNCs and Employment Relations Systems	Edwards & Rees Chapter 3 & 4
Module 2	21 March	Topic 3: Strategy and International HRM	Edwards & Rees Chapter 5
		Topic 4: The Role of HRM within MNCs	Edwards & Rees Chapter 6
Mid Trimester Break (3 - 20 April)			
Module 3	9 May	Topic 5: Managing Human Resources within Subsidiaries: The Diffusion of ‘Best Practices’	Edwards & Rees Chapter 7
		Topic 6: Managing Managers: Global Talent Management	Edwards & Rees Chapter 9 & 10
Module 4	16 May	Topic 7: Managing Small to Medium sized MNCs – the importance of Size	Donnelly (2013)
		Topic 8: Managing Voice across National Borders	Edwards & Rees Chapter 11
		Final Individual 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%	29 May 2015
	Case presentation	10%	16 May 2015
Critical Review & Presentation	1,000 words	20%	Variable dates
	Presentation & Discussion	10%	
Class Participation		10%	Throughout the course

1. 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 owned 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 REVIEW

A further **30%** of the total marks will be awarded for the individual submission (20%) and presentation (10%) 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 module.

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 summary 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.

SUBMISSION OF ASSIGNMENTS

For accreditation purposes, students are requested to submit two copies 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 must submit and pass all of their assignments by their due dates or within approved extensions. 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 counselling-services@vuw.ac.nz . If you cannot complete an assignment or sit a test or examination, refer to www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

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.oecd.org

www.ahri.com.au

www.eurunion.org

<http://embassy.org/embassies>

www.weforum.org

www.worldbank.org

MARKING CRITERIA

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-.

Student feedback on University courses may be found at www.cad.vuw.ac.nz/feedback/feedback_display.php

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.

ACADEMIC INTEGRITY AND PLAGIARISM

Academic integrity is about honesty – put simply it means *no cheating*. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: including the work of others will not be considered plagiarism as long as the work is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism at www.victoria.ac.nz/home/studying/plagiarism.html

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.*

Link to general information

For general information about course-related matters, go to
<http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

Note to Students

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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

ANNEX A

VICTORIA UNIVERSITY OF WELLINGTON
Te Whare Wānanga o te Ūpoko o te Ika a Māui



Victoria Management School

MMBA 561 Individual Case Study 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: _____