

# School of Management

## HRIR303 INTERNATIONAL EMPLOYMENT RELATIONS

Trimester 1, 2016

### COURSE OUTLINE

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#### COURSE COORDINATOR AND LECTURER

##### Dr Noelle Donnelly

Room: RH1009, Rutherford House

Phone: 463 5704

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

*Office Hours are held every Monday afternoon. Please email for an appointment.*

#### ADMINISTRATOR

##### Celine Ronze

Room: RH1022, Rutherford House

Phone: 463 5358

Email: [celine.ronze@vuw.ac.nz](mailto:celine.ronze@vuw.ac.nz)

#### UNDERGRADUATE PROGRAMME MANAGER

##### Garry Tansley

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Phone: 463 6968

Email: [garry.tansley@vuw.ac.nz](mailto:garry.tansley@vuw.ac.nz)

#### Trimester Dates

Teaching Period: Monday 29<sup>th</sup> February – Friday 3<sup>rd</sup> June

Study Period: Monday 6<sup>th</sup> June – Thursday 9<sup>th</sup> June

Examination Period: Friday 10<sup>th</sup> June – Wednesday 29<sup>th</sup> June (inclusive)

#### Withdrawal from Course

Your fees will be refunded if you withdraw from this course on or before Friday 11<sup>th</sup> March 2016. The standard last date for withdrawal from this course is Friday 13<sup>th</sup> May 2016. 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.

#### Class Times and Room Numbers

Monday 10.30 am - 12.20pm Rutherford House RHLT3

#### Course Overview

A critical examination of the issues and challenges that shape the human resource management and industrial relations policies and practices of multinational corporations. The course focuses on the management of employment relationships across national borders.

## 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, mixed media 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. Tutorials occur in 7 out of the 12 weeks that this course is scheduled. These are an important component of your learning in which you have the opportunity to discuss a chapter and further your understanding of key concepts. Active participation in tutorials is expected, and graded on evidence of preparation for discussion (see Assessment Information).

## Tutorial Signup Instructions

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.

## 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. To clarify while you will be expected and encouraged to work in groups on in-term cases and assignments; reports must be individual submissions. 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.

## 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.

## Readings

The required 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.

## Assessment Requirements

The Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

The assessment for HRIR303 consists of four pieces of assessment. All items must be **completed** to pass the course:

Course learning objective	Assessment	Weight	Date
1, 2, 3	1. Individual Essay	25%	Tuesday 5 April 2016 1pm hard copy / 5pm electronic copy
2, 3, 4	2. Group Case Study Presentation	15%	Weeks 10,11,12
2, 4, 5	3. Tutorial Preparation & Participation	10%	Weeks 2,3,4,6,8,9,11
1, 2, 3, 4, 5	4. Final Examination - 3 hours	50%	Friday 10 <sup>th</sup> June – Wednesday 29 <sup>th</sup> June (inclusive)
	<b>TOTAL</b>	<b>100%</b>	

**(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 Level 1 of Railway West Wing)** by **1pm on the due date**. Late assignments should be handed to Celine Ronze, the HRIR administrator, 10<sup>th</sup> 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 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 [celine.ronze@vuw.ac.nz](mailto:celine.ronze@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.

**(c) Tutorial Participation (worth 10%):**

There are 7 tutorials in this course. 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.

**Marks and Grades**

<i>Pass/Fail</i>	<i>Grade</i>	<i>Normal Range</i>	<i>Indicative Characterisation</i>
Pass	A+	90%-100%	Outstanding performance
	A	85%-89%	Excellent performance
	A-	80%-84%	Excellent performance in most respects
	B+	75%-79%	Very good performance
	B	70%-74%	Good performance
	B-	65%-69%	Good performance overall, but some weaknesses
	C+	60%-64%	Satisfactory to good performance
	C	55%-59%	Satisfactory performance
Fail	C-	50%-54%	Adequate evidence of learning
	D	40%-49%	Poor performance overall, some evidence of learning
	E	0-39%	Well below the standard required

**Penalties**

Late assignments are to be handed in at **Level 10 Reception, RH 1022** during Reception Desk hours, **9am till 5pm Monday to Friday during term time.** An Administrator or Duty Receptionist will stamp the assignment with the date and time. Late assignments that do not have **the time and date and signed by** the Administrator or Duty Receptionist, will incur late penalties from the time the Administrator receives it. Assignments left on the Reception Counter, or slid under the door of the Reception office will also incur penalties from the time and date they are recovered. Note that there is no provision to accept assignments on weekends or public holidays.

**Penalties – for Lateness**

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 10% 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). **Closed University days, Saturdays, Sundays and public holidays** will be included when counting the number of days late. An assignment late day begins from the time the assignment is due. Assignments received **more than 7 days after the due date** will not be accepted.
- (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 in **exceptional circumstances.**

- (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.
- (iv) All such applications must be made **before** the deadline and be accompanied by documentary evidence, e.g. 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 and the intended assignment work load. You are strongly advised to adhere to the word limit so as to keep your workload at a manageable level. Any material that is above the word limit may not be taken into account by the marker. Your marker will simply stop at the maximum words for the assignment and you will receive the appropriate grade.

### **Remarking**

Application for remarks must be made within 14 days after the assignments or marks are made available.

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. Occasionally there is a significant shift in the mark or grade.

To apply for a remark, complete the request for re-examination of assessed work form (Annex B) stating which sections (criteria listed in the mark sheet) you wish re-examined. You must provide academic reasons on why you think the mark does not, in your view, fairly reflect the quality of your work. Your assignment will only be reconsidered on the points you raised. Complete remarks will not be undertaken. 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.

If you cannot complete an assignment or sit a test or examination, refer to [www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat](http://www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat)

### **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 submitted to

Turnitin. A copy of submitted materials will be retained 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.

### **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.

### **Communication of Additional Information**

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.

### **Student feedback**

Previous student feedback has been that students strongly agreed that this course was well organized, course information was clearly communicated and feedback enabled them to learn effectively. The amount of work required this course was regarded as 'about right'. Students were encouraged to think critically and this course enabled them to develop their communication skills. Overall, this course was rated as very good. Taking on board that feedback, the course will be offered in a similar way for 2016.

Student feedback on University courses may be found at [www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://www.cad.vuw.ac.nz/feedback/feedback_display.php)

### **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.

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**COURSE CONTENT HRIR 303 TRIMESTER 1 2016.**

<b>WEEK</b>	<b>DATE</b>	<b>TOPIC</b>	<b>READINGS</b>	<b>TUTORIALS</b>
1	Feb 29	<b>Introduction to International Employment Relations</b>	Edwards & Rees Chapter 1	
3	March 7	<b>Globalization and MNCs</b>	Edwards & Rees Chapter 2 Donnelly & Dowling	<b>Tutorial 1 Groups Assigned</b>
3	March 14	<b>Theoretical Approaches to International Employment Relations</b>	Edwards & Rees Chapter 3 & 4	<b>Tutorial 2</b>
4	March 21	<b>MNCs and Employment Relations Systems</b>	Edwards & Rees Chapter 3&4	<b>Tutorial 3</b>
<b>Easter Break 24-30 March</b>				
5	April 4	<b>International Structures and Strategies of MNCs</b>	Edwards & Rees Chapter 5	<i>Assignment 1 due April 5 2016</i>
6	April 11	<b>The Role of IHRM in Global Integration</b>	Edwards & Rees Chapter 6	<b>Tutorial 4</b>
7	April 18	<b>Managing IER in Subsidiaries: The Diffusion of ‘Best Practice’</b>	Edwards & Rees Chapter 7	
<b>Mid-Trimester Break 25 April- 1 May</b>				
8	May 2	<b>Managing Managers: Global Talent Management</b>	Edwards & Rees Chapter 9 & 10	<b>Tutorial 5</b>
9	May 9	<b>Managing MNCs from Small Countries</b>	Readings available on BB	<b>Tutorial 6</b>
10	May 16	<b>The Management of Voice across borders</b>	Edwards & Rees Chapter12	<b>Tutorial 7 Group Presentations</b>
11	May 23	<b>Future Trends in IER &amp; Revision Questions</b>	Locke & Kochan available on BB	<b>Group Presentations</b>
12	June 3	<b>Course Review &amp; Exam Preparation</b>		<b>Group Presentations</b>





**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: \_\_\_\_\_