HRM386 AA 201875

Report

Value: 100%

Due date: Jan 5 2019

Return date: Jan 15 2018

Length:

2,400 words (excluding reference list)

Submission method email [tdenigan@csu.edu.au](mailto:tdenigan@csu.edu.au) (and request a confirmation response)

Preamble

"However, recognizing that new knowledge, competencies and capabilities increasingly reside in the foreign operations (host countries) of MNCs, especially given that significant numbers of employees may now work in locations outside the parent’s home country, MNCs can no longer afford to solely rely on exploiting home country practices (push factors) (Thomas & Lazarova, 2013; Thory, 2008; Tregaskis, Edwards, Edwards, Ferner, & Marginson, 2010). Instead, they must be open to accessing and leveraging valuable practices developed and located in their foreign affiliates (pull factors), rationale underlying the reverse and horizontal transfer and diffusion of HRM practices. As Ferner and Varul (2000) found, British subsidiaries of German MNCs can play a significant role in the development of new HRM practices (e.g. performance management practices). Hayden and Edwards (2001) similarly found that Swedish MNCs have used their British operations as a basis for altering reward practices (i.e. the ‘fixed’ pay systems of their parent), reverse diffusion that has led to the introduction of ‘variable’ pay systems linking pay to individual, business unit and firm performance (i.e. a significant widening of pay differentials). "

Chiang, Lemanski & Birtch (2017 p.238)

Task

Discuss how staff in a recently completed, or currently participating in a cross boarder equity based alliance (M&A or IJV) have the potential to influence the other merged partner or parent company. Consideration should be given to

* The formation process of the alliance and the development phases. (refer to your text book)
* Some requirements needed in the phases
* The potential "valuable practices" that may cross into the parent company or merger equal
* Training that companies may need to provide staff with specific reference to cross cultural training.

You may use information sources to support your discussion, such as websites, newspaper and magazine articles. However, you must also include journal articles and text books. Each information source used must be referenced correctly in the body of the paper, and in a reference list.

Please note that you should not use 'wiki' sites as references for this assignment. These sources may provide useful background reading, but they are not suitable as academic references. You are strongly encouraged to use the Library services of CSU.

Marking criteria

Your assignment will be marked according to the following criteria.

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| Criteria | Mark | HD  85-100% | DI 75-84% | CR 65-74% | PS 50-64% | FL 0-49% |
|  |  |  |  |  |  |  |
| Understanding of the formation process of the alliance and each of the development phases. 20 **marks** |  | Theory is well organised and clearly defined and discussed. Argument is presented in a clear and logical manner. Demonstrates clear understanding of the formation process of the alliance and each of the development phases. | Comprehensive explanation of concepts. Some personal synthesis of the issues being examined is evident. Some demonstration of the formation process of the alliance and each of the development phases. | A fuller, more systematic exploration of the objectives that MNEs use to decide their approach to international compensation, which may include an attempt at critical comment or appraisal. Regular support provided from the relevant sources. | A reasonably balanced if limited summary of the formation process of the alliance and each of the development phases. Some explanation, presented is provided from the relevant sources. | Theory is not clearly defined or described and shows weak understanding of the formation process of the alliance and each of the development phases. |
| Analyse the specific strategic HR requirements needed in a phase to manage the process effectively. **30 marks** |  | Theory is well organised and clearly defined and discussed. Argument is presented in a clear and logical manner. Demonstrates clear understanding of the specific strategic HR requirements needed in a phase to manage the process effectively. | More detailed and expansive discussion is offered of the specific strategic HR requirements needed in a phase to manage the process effectively. Their opinions and arguments are logical, convincing and backed with a suitable range of references. | Reasonable coverage and discussion offered as to the specific strategic HR requirements needed in a phase to manage the process effectively. Personal opinion is evident but not necessarily always fully supported by references. | Basic understanding the specific strategic HR requirements needed in a phase to manage the process effectively. Limited support or backing is offered for their opinions. | Theory is not clearly defined or described. Shows weak understanding the specific strategic HR requirements needed in any phase to manage the process effectively. |
| Ability to apply Journal articles in answering the questions **20 marks** |  | Examples show clear understanding of linkages from theory to practice. Individual opinion and commentary is offered. | A broad range of examples are explained and used to demonstrate a good understanding of theory. | Relevant examples are explained and linked to theory. | Examples are mentioned and explained but only at a rudimentary level | Did not connect theory with an example, did not explain or link the activities of an example with theory. No examples provided. |
| Presentation: structure (including introduction and  conclusion), formatting, spelling and grammar and the correct use of APA referencing  **10 marks** |  | Writing style is clear and academic.  Attention to spelling and grammar.  Professional standard of presentation, good layout and use of headings. Includes good introduction and conclusion with perfect use of APA referencing | Expression and presentation of ideas are mainly accurate. Fluent writing style appropriate to the assessment item. Grammar, format and spelling are accurate. Largely satisfies APA referencing style | Expression is lucid and clear with precise use of language. Writing style appropriate to the assignment type. Few flaws are evident in formatting, grammar and spelling. Very few errors in APA usage throughout the assignment | Expression is comprehensible but lacks clarity. Presentation, structure and writing style is at a basic level. May also include use of informal language and weaknesses in structure. Basic APA referencing with errors | Writing style is not clear, there are errors (spelling and grammar), the language is informal or unprofessional. Limited use of formatting such as headings. Missing introduction and/or  conclusion   Referencing style is mostly incorrect and references are missing |
| "*Valuable Practices"* are listed and discussed with clarity and understanding.  **10 marks** |  | Examples of cross cultural valuable practices are examined in a robust and convincing manner.  With Journal articles that support inclusions. | A robust attempt has been made to cite some characteristics that may be adopted by the other company or the home company. | Shows an understanding that its possible there are different ways of completing organisational objectives in different countries | Basic understanding of cultural practices and that these can be migrated to another section of the MNC or company engaged in a merger or acquisition. | Little to no appreciation or understanding of cross cultural practices. |
| Staff Training in relation to IHRM  **10 marks** |  | Marks can be awarded for demonstration of any training packages or areas of training that can be applied to an organisation | | | | |