GRADUATE ACCOUNTING AND COMMERCE CENTRE

DIVISION OF ECONOMIC AND FINANCIAL STUDIES

BUS851
COMPARATIVE HUMAN RESOURCE MANAGEMENT

UNIT OUTLINE

2007

1. UNIT DESCRIPTION
This unit is designed to help you extend your considerations of the international and cross-cultural dimensions of Human Resource Management (HRM) theory and practice. In particular, the unit will focus on a series of comparative management studies among a number of Asia Pacific countries and draws out their implications for HRM in multinational organisations, joint ventures and Australian companies' overseas operations.

The unit intends to place generic HRM practices in the context of different social, cultural, political and economic environments. The impacts of globalisation, different industrial relations systems, and HRM policies and philosophies in different countries will be discussed in relation to a theoretical framework of international human resource management. Therefore, it is my hope that as a result of taking this unit, you will increase your awareness of the contemporary issues on the international human resource management, and enhance your knowledge and skills in your current or future dealing with people in the context of international business.

2. UNIT OBJECTIVES
With a number of purportedly designed activities in this unit, you are encouraged to:
- *Reflect* on some important readings in the areas of international human resource management and comparative management.
- *Understand* the meanings and importance of international HRM in multinational operation.
- *Clarify* the different issues addressed within local-based HRM models and international HRM models.
- *Compare* and contrast HRM models and/or industrial relation systems in the selected Asia Pacific countries, with Australian and other European countries' HRM practices.
- *Explain* similarities and differences of these models.
- *Analyse* the implications of these similarities and differences for expatriate management in multinational organisations, joint ventures and cross-cultural operation.
- *Evaluate* the roles played by different cultures, and their impacts on the development of HRM strategies in international business.

3. TEACHING STAFF
This unit's lecturer is **Bill Morrissey**, who works at the GACC as an adjunct staff. That means Bill will not be on campus all the time. However, you can set a meeting with Connie via the following devices:
- Mobile Phone: 0407 772 677
- Telephone: 02 – 9635 8266 (BH)
- E-mail: morrisseyassociates@bigpond.com.au
Urgent messages can also be forwarded to me by the GACC staff:
Ms Liz Lee – Building E4A Room 222, tel: 02 – 9850 9964, fax: 02 – 9850 9956, e-mail: liz.lee@mq.edu.au

Ms. Carol Hung – Building E4A 222, tel: 02 – 9850 7432, fax: 02 – 9850 9956, e-mail: chung@efs.mq.edu.au
For urgent messages e-mail gacc@efs.mq.edu.au , all staff have access to this address.

4. STUDY MATERIALS
There are a number of reference books and journal articles your can read to ensure your successfully achieving the unit objectives.   Here are some recommendations.

4.1   Main Textbook
Lucas, Rosemary, Lupton, Ben and Mathieson Hamish. (2006), *Human Resource Management in an International Context*, 1st edition, London: cipd.

4.2   Reference Books (**Reserve; *3-Day Loan)

Izraeli, D. N. & Adler, N. J. (1994). 'Competitive Frontiers: Women Managers in a Global Economy', in Adler & Izraeli, eds. *Competitive Frontiers*, Cambridge: Blackwell, pp. 1-21.

Bamber, G.J., Park, F., Lee, C., Ross, P.K. & Broadbent, K. (2000), *Employment Relations in the Asia Pacific: Changing Approaches*, Sydney: Allen & Unwin.

Chen, M. (1995), *Asian Management Systems: Chinese, Japanese and Korean Styles of Business*, London: Routledge.

De Cieri, H. & Kramar, R. (2006), eds. *Human Resource Management in Australia: Strategy People Performance*, Boston: McGraw Hill.

Dowling, P.J. and Welch, D. E. (2005), *International Human Resource Management: Managing People in a Multinational Context*, 4th edition, London: Thomson.

Evans, P., Pucik, V. and Barsoux, J. (2002), *The Global Challenge: Frameworks for International Human Resource Management*, International Edition, Boston: McGraw-Hill Irwin.

Gilley, J.W. & Gilley, A. M. (2003), *Strategically Integrated HRD*, 2nd edition, Perseus Publishing.

Izraeli, D. N. & Adler, N. J. (1994). 'Competitive Frontiers: Women Managers in a Global Economy', in Adler & Izraeli, eds. *Competitive Frontiers*, Cambridge: Blackwell, pp. 1-21.

Harzing, A. W. & Ruysseveldt, J. V. (2002), eds. *International Human Resource Management*, London: SAGE.

Kidd, J., Li, X. & Richter, F. J (2001), eds, *Maximising Intelligence Deployment in Asian Business*, New York: PALGRAVE.

Lau, C. M., Law, K. K. S., Tse, D. K. & Wong, C. S. (2000), eds. *Asian Management Matters: Regional Relevance and Global Impact*, London: Imperial College Press.

Mendenhall, M. & Oddou, G. (2000), *Reading and Cases in International Human Resource Management*, Cincinnati: South-Western College Publishing.

Moore, L. F. & Jennings, P. D. (1995), eds. *Human Resource Management on the Pacific Rim: Institutions, Practices and Attitudes*, Berlin: Walter de Gruyter.

Patrickson, M. & O'Brien, P. (2001), *Managing Diversity: An Asian and Pacific Focus*. Milton: John Wiley & Sons Australia, Ltd.

Pieper, R. (1990), *Human Resource Management: An International Comparison*. Berlin: Walter de Gruyter.

Poole, M. (1999), ed. *Human Resource Management: Critical Perspectives on Business and Management*, Three volumes, London: Routledge.

Rowley, C. (1998), ed. *Human Resource Management in the Asia Pacific Region: Convergence Questioned.* London: FRANK CASS.

Rugman, A.M. and Hodgetts, R. M. (2000), *International Business: A Strategic Management Approach,* International Edition, McGraw-Hill.

Stone, R. J. (2006), *Human Resource Management*. 4th edition, Brisbane: John Wiley.

Trompenaars, F and Hampden-Turner, C. (2001), Riding the Waves of Culture, Understanding Cultural Diversity in Business. 2nd Edition, London: Nicholas Brealey.

Zanko, M & Ngui, M. (2002), *The Handbook of Human Resource Management Policies and Practices in Asia-Pacific Economies*. Volumes 1 & 2. Edward Elgar Publishing.

4.3   Journal Articles

There are many relevant journal articles covered in the following publications:

- *Academy of Management Journal*
- *Academy of Management Review*
- *Asia Pacific Journal of Human Resource*
- *Business Strategic Review*
- *Compensation and Benefits Review*
- *Human Resource Management Journal*
- *Human Resource Planning*
- *International Journal of Human Resource Management*
- *International Journal of Management Reviews*
- *International Journal of Manpower*
- *Journal of Employment Relations*
- *Journal of Industrial Relations*
- *Journal of International Business Studies*
- *Strategic Management Journal*

4.4   On-line Resources

The following web-sites are recommendable:

http://www.shrm.org/hrlinks/intl.htm (the US site for Society for Human Resource Management home page, their global forum also links to this site)

http://www.the-hrnet.com/ (site for HR professional worldwide)

http://www.workforce.com/index.html (you may access to a searchable database of various articles on international HR management)

http://www.ipd.co.uk (home page of the Institute of Personnel and Development, the leading group of HRM, Industrial Relations and Personnel Management in UK)

http://www.erc.org/ (Employee Relocation Council's web-site provides information about international relocation and expatriate management)

http://www.livingabroad.com/ (up-to-date information on how to live abroad in almost 100 countries, also linked to amazon.com site)

http://www.workforce.com/ (most recent news and reports of changes in American labour market with reference to the international HR issues)

http://www.hbsp.harvard.edu (search for international business, managing people and change etc, you will be surprised how much you can find from this site!)

http://www.cch.com.au/ (the site covers many aspects of businesses including accounting, business management, financial planning, human resources, laws, OHS and superannuation and even tax. Wealth of current business-related information both in Australia and international context)

5. UNIT ACTIVITIES
There are a number of activities included in this unit to ensure achieving the learning objectives. These cover
- 3-hour lecture each week (6-9pm every Thursday);
- Your own work on your individual essay;
- Your participation in conducting a group project;
- Group presentation;
- Case studies;
- Classroom discussions/Participation; and
- Final exam

6. ASSESSMENT SCHEME
The purpose of this scheme is to assess:
- The extent to which you understand the concepts, ideas and theories introduced in the unit.
- The ability to apply the concepts to conduct case study analysis.
- The ability to develop and support an argument in terms of word limit in essay writing and group project report.
- The ability to present information and ideas before an audience within a limited time.
- The ability to work in a group.
- The ability to assess and give feedback to others' work.

Therefore, you are required to complete a number of continuous assessment components, which are:

Individual essay - Due week 6	30%
Group project 1 – Report	20%
Group project 2 – Presentation	10%
Classroom participation - ongoing	10%
Final exam – Week 13 – in class	*30%*
TOTAL:	**100%**

N.B. You MUST pass the final exam in order to pass this unit.

6.1   Individual research project

You will need to prepare a research essay of 1,**500 words** (this is about 7-pages A4 size, spaced in Times New Roman font 12).   Several research topics are set below. However, you are free to choose you own research topic, subject to my approval.   Please confirm your topic prior to the commencement of the class in **Week 3**. The research essay is worth **30%** of the total assessment and will be assessed by me. The due date of the essay is on **Thursday, 13 September, 2007.**

ESSAYS MUST CONFORM TO THE APPROPRIATE ESSAY GUIDELINES. Otherwise, **they will not be accepted**. In particular, citations from other sources must be acknowledged and done in a proper manner. There are a number of citations and styles guides you can find at the Macquarie University Library Website
http://www.lib.mq.edu.au/resources/subject/readyref/cites.html.

I have also attached Harvard Referencing Style in this unit outline for your reference (see page 12-15).

A List of Research Topics

1. Select two countries whereby a multinational firm has their business operation. Discuss employment relations and HRM practices in these two countries and observe their differences. How would these differences impact on the design of international HRM strategies for the firm?

2. Discuss in details four different international staffing approaches. In your opinion, how can the adoption of any of these staffing approaches impact firms' decision on setting various selection criteria to recruit their international executive team.

3. There are many diverse views on the use of female managers in international assignments. In your opinion, discuss the reasons of why or why not female managers are desirable. What are some perceivable risks of posting them? How should multinational companies address the issues of international staffing based on the equal employment opportunity policy?

4. Compare the key differences in compensation for HCNs, PCNs and TCNs and consider problems multinational firms may encounter in designing their rewards scheme.   Is it important for multinational companies to understand compensation practices in other countries? Why or why not?

5. One of the dangers of performance appraisal is that, because of the focus is so much on a particular individual, the teamwork aspect gets lost. In an international location, it is perhaps desirable to focus more on how the PCN has settled in and is operating as part of a team rather than as an individual at the possible detriment of the team. Do you agree or disagree with this statement? Why?

6. Discuss some issues faced by multinationals in training and developing of their international workforce. In your view, what would be some practical suggestions to address these issues?

7. Do you agree with the idea of universal ethical principles that transcend national and cultural boundaries or do you wish to develop an argument to defend ethical relativism? Explain your answer and discuss the impact of corporate social responsibility on firm performance of MNCs.

6.2   Group project

You are working in the human resource department at a multinational company (you can either select an company or make up one if need to). The department consists of a team of perhaps 4-6 people (the size of the team depending on class size in this unit, and one of you should be elected as a team leader – see the team leader's role next). Your department is requested to provide a report on international human resource management strategies to your Company President by **25 October 2006** with recommendations on the feasibility for your firm to expand your international operation to another country in 2007/8.

There are many countries to which your firm may intend to expand its global business. It is on your team's discreet that you choose a country that is different from your firms headquarter. Compare the differences of industrial relations and HRM practices in these two countries. Address the likely occurred issues of international HRM, and provide a set of recommendations – international HRM strategies to your President in order to convince him or her that it is feasible to expand to the choice country.

In your team report, you must first introduce or establish the settings of your company, and ensure that the following questions be addressed:
1) Products or services your company produce or provide;
2) The proportion of your firms international operation;
3) If 0% of international activity, explain the reasons to go international. Otherwise, provide reasons for further expansion;
4) Others relevant information that will assist strengthening your arguments in your report.

The international HRM strategies you will present to your President must include:
- Perceivable problems faced by your firm operating in the choice country.
- Different industrial relations systems at home and host countries.
- Staffing approach (ie. ethnocentric, polycentric, geocentric etc.) you intend to take and justify your selection of the approach.
- Any training and staff development needs in the new international operation both for expatriates and HCNs, suggestions for appropriate training programs should be made.
- Any new rewards scheme – how this reward scheme links to your firms overall performance management system. Potential conflicts of

       compensation and appraisal practices between home and host countries must be addressed.
- Other specific HR issues relevant to your firms' international operation, ie. change of your corporate culture, repatriate issue and cross-cultural management issues may also need to be included.

In commencing this group project, you will have a few weeks to form a team in Week 1, and get to know your group members before you elect a RIGHT team leader in Week 2 and decide what you are going to do and who does what. The group and team leader's names should be handed in in Week 2 and your brief research proposal (see the separate explanation of 'A Brief Proposal' in the following) should be submitted to me by **Week 6 (6 September 2007)**. This would ensure you to start coordination in research and collecting relevant information as early as possible.

Team Leader
Once you are elected as a team leader, you are responsible to coordinate the group project. I would suggest that you call for a group meeting as soon as possible to plan what, when, who, and how. In the course of conducting the project, regular communication either via e-mails or meetings should be taken place to ensure the smooth running of the project. And you - the team leader, should monitor all these activities.

If the performance of team leader is outstanding as assessed by the team, 5 credit points will be considered to add to his/her overall assessment.

Group Members
You are responsible for supporting the team leader and carrying out the duties that you are assigned to do. These may include turning up for group meetings, contributing research resources and writing up part (s) of the report.

The success of the group project does not depend on one person's work, but a group's effort, so you must give a share of your contribution!

If the performance of team member is outstanding as assessed by the team, 5 credit points will also be considered to add to his/her overall assessment.

A Brief Research Proposal
This initial brief proposal should cover the following items:
1) the name of your group or company;
2) team leader and members' names;
3) the country where your firm is currently operating and the country where you intend to expand your international operation;
4) some key international HRM issues relevant to your company, which you intend to address
5) methods of research – how do you go about in collecting necessary data? Use of first-hand data by interview key personnel in the company or searching information from books, company annual reports or on Internet? How do you communicate relevant information with your teammate? ie. e-mail, Web-Chat, etc.
6) A timeline for achieving particular tasks.

Your final project report may not necessarily be based on this proposal. However, I would appreciate that you let me know as soon as you move away from your initial proposal and provide sound reasons for the change. This is to encourage you to make a sensible planning on how to conduct the group project in the very beginning, with consensus from all your group members, and stick to your plan with only minor variations later. After all, a house is never built without a plan! And you will find how difficult and time-consuming the exercise can be to get all your teammates' agreement for change.

Final Project Report
The final project report must be **no more than 4,000 words,** and it must be written with group effort and in a readable way with proper format. The report is due on **Thursday, 25 October 2007.** Delay of the submission may result in penalty, for example, 5 credit points deducted from your final assessment.

Total weighting of the group project report is 20%

This will be assessed by me.

Class Presentation
The class presentation will be based on your group project report. The presentation is to be in dot-point form using either overheads or PowerPoint presentation with other supportive materials (eg. handouts, cartoon or pictures etc.). It's a free style presentation, that is, you can choose, among your teammates, one principal speaker or a few speakers to present your research results. However, presenter (s) is (are) **discouraged** from reading from the text of the written report. Presentations are not to exceed 30 to 40 minutes. As a guide there will be 30 minutes for oral presentation and 10 minutes for discussion, questions and feedback. The time allocated will depend on the number of students in the class and will be finally decided in week 1. **Remember this is NOT a lecture, be creative.**

Total weighting of class presentation is 10%

6.4   Participation in class discussions
Your active participation in class discussions is vital to stimulate critical thinking. Sharing information, participating in discussions and providing solutions to issues raised in case studies will help you work effectively in team and enhance your leadership, communication and problem-solving skills. Feedback to your fellow students in class presentations is spontaneous and it is another valuable channel for you to exercise your listening skills and critical analysis of others' work.

This exercise will be qualify for

Total weighting of 10%

Assessment Policy

All work presented for assessment is expected to be your own and original work. I would expect of all students, honest and meticulous acknowledgment of all sources of materials used.

Plagiarism

Failure to cite sources as used will be regarded as plagiarism. Plagiarism is one form of cheating. Where direct quotations from a source are included in your work, inverted commas must be used and the source cited (see the Harvard Referencing system of citation in the back). Where ideas from a text, reference or article are used, the source must be cited.

All sources utilised must be set out in a list of 'bibliography' at the end of the assignments. This, however, does not replace in-text referencing, but is supplementary to it.

Where there is evidence of any forms of plagiarism, one of the following actions may be taken:
- the student may fail the unit, or
- the particular assignment may be failed, or
- the assignment may need re-doing, or
- a make-up assignment may be set, or
- the matter may be referred to the Director of the GACC for further action.

Essay Guideline

Your individual essay and group project report should follow the following writing guidelines:
- All writings must be typed, double-spaced with a font size no less than 12.
- A font style used should be in common currency, that is, a style that most readers are familiar with unless you wish to create some special effect.
- All references should be presented consistently with one referencing style. Harvard Referencing Style is my preference (see the attachment next). You may use other referencing styles. But **PLEASE BE CONSISTENT!!!**
- Both essay and project report should contain
  - *A Cover Page* providing the topic, unit name and your students ID and name or all team members' names and company's name in the case of the group project;
  - *A Contents Page* listing all sections in the essay or the group project report;
  - *Introduction* briefly outlining the logic of your writing and what you are going to present;
  - *Body of the Essay or Group Project Report* - this can be divided into a few layers with various headings and subheadings, but my

preference is not to use more than 3 levels of section heading and subheading);
- *Conclusion* – a brief summary of what you have discussed;
- *Bibliography*; and
- If necessary, appendix (cs) after the bibliography.

A good essay contains the following qualities:
- It demonstrates that you carefully argue your case and the statements you make are justified with appropriate references.
- It shows that your discussion is grounded in the relevant field of research. The discussion that is drawn largely from only one textbook is simply not enough, you should refer to other research findings to support your arguments (here supplementary readings provided in each lecture may be very useful).
- It refers to cited materials, which are analysed in a critical and skeptical approach.
- It's always not only reflective about your own thinking (and if possible, your practice) but also that of others.

Marking and Grading Method
The assessment of this unit is based on the progressive assessment approach, whereby each of the assessment components is aggregated to the final mark when the term is completed. You will be provided with the results of each assessment component along the study of this unit so you know how well you will have been doing and make extra effort if the progressive results indicate the tendency for you to reach the below-passing line. However, the final mark and grade will be revealed to you by the University, not me.

Here is the standardised numerical grade (SNG or Mark) and letter Grade for your reference:

MARK (SNG)	GRADE
85-100	HD (High Distinction)
75-84	D (Distinction)
65-74	Cr (Credit)
50-64	P (Pass)
45-49	PC (Pass Conceded)
0-44	F (Fail)

CLASS TIME, LEARNING TOPICS AND READINGS

Time	Topics	Compulsory Readings
Week 1 2 Aug.	• Introduction to CHRM – Unit Outline • Clarification of assessment	
Week 2 9 Aug.	Lecture 1: • Introduction : The enduring context of International HRM	Text Chapter 1
Week 3 16 Aug.	Lecture 2: • The impacts of globalisation • Expanding role of HRM	Text Chapter 2
Week 4 23 Aug.	Lecture 3: • Dynamics of industrial relation systems • Comparison of HRM models in various countries • Impact of labour unions on MNCs • Strategic approaches in managing international labour relations	Text Chapter 11
Week 5 30 Aug.	Lecture 4: • Comparison of different cultures and HRM models • Cross-cultural management • HRM goal: diversity management	Text Chapter 5
Week 6 6 Sept.	Lecture 5: • Key issues in international recruitment and selection • Executive national staffing policies • Issues on expatriate and repatriate • Recruitment of female international managers	Text Chapter 6 **A brief research proposal for the Group Project due this week on**
Week 7 13 Sept.	Lecture 6: • Performance evaluation for international employees • Issues on different criteria used for local employees and expatriates	Text Chapter 8 **Individual Essay due this week on 13 September 2005**
Term Break from 17 September to 28 September 2007 **Conducting both individual and group research projects**		
Week 8 4 Oct.	Lecture 7: • Design international compensation packages • Culture impacts on compensation design • Strategic reward management	Text Chapter 9
Week 9 11 Oct.	Lecture 8: • Global labour market • Issues of international staff learning and development • Training and staff development strategies	Text Chapter 7
Week 10 18 Oct.	Lecture 9: • Strategic international HRM • Linking HRM strategies to business strategies • Corporate Social Responsibility	Text Chapter 12
Week 11 25 Oct.	Lecture 10: • Trends and future issues in international HRM • Business ethics • Corporate social responsibilities	Text Chapter 13 **Group report due this week First Group Presentation**
Week 12 1 Nov.	Lecture 11: • Employment Equity • Employee Voice	Text Chapters 14 and 10 **Second Group Presentation**
Week 13 8 Nov.	• Exam	

Attachment: Harvard Referencing[1]

A skill that all university students should develop is the ability to critically evaluate existing theories and knowledge and, in so doing, further develop their own understanding of an area of study. Students are often required to demonstrate this ability by producing a written document such as an essay or report that interweaves their own ideas and arguments with ideas and arguments documented by other authors.

In order for a piece of work to have depth and credibility the author must demonstrate having read widely on the topic by including information from a number of sources. However, it is important for the reader of that piece of work to know which information in the document has been developed by the author and which information the author has borrowed from others. Usually, some form of referencing is used to allow the reader to locate the original material that the author used as a source.

The purpose of referencing in written work is to:
- allow readers of the document to find the original source and learn more about some aspect that the author might have mentioned briefly in the document; and
- acknowledge the intellectual property of others and thus avoid the possibility of being accused of plagiarism.

Guide to Referencing the Harvard System
Academic conventions require that you acknowledge when you use ideas of others. In most cases this means stating which book or journal article is the source of an idea or quotation.

The Harvard system takes little time and space and is easy to use. There are two aspects to learn: textual references and a list of references cited, given at the end.

Textual References
These are also called in-text references. When you use another's ideas you should immediately acknowledge your sources. Always give the surname of the author and the date of publication. If you are referring to the general theme of the book, page numbers are unnecessary. Where you are quoting or referring to figures or data, page numbers must be included. Examples follow.
- Of all injuries, 22.5% affect the back (*Workplace Australia*, 1996, p.21)
- A research study conducted by Carlson (1991, pp.10-11) concluded that teamwork "greatly increased productivity in the manufacturing industry".
- A recent study showed that team work is effective (Carlson 1991).

Two or three authors
- Teamwork is aided by group based incentives (Jones & Williams, 1991).
- Jones and Hackett (1992) theorised that teamwork is not appropriate for all jobs.
- the relationship between motivation and injuries (Boyd, Smith & Eberle 1985)

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[1] This referencing style is taken from the University of South Queensland Website
http://www.usq.edu.au/library/resources/genref/

- Boyd, Smith and Eberle (1985) found that the relationship between motivation and injuries……

Note: The ampersand is used when the authors' names are in brackets, but 'and' is used when the authors' names are outside brackets.

More than three authors
Use the first author followed by 'et al'. This can not be used the first time you refer to the authors. For example, the second and subsequent times a work by Carter, Morton, Duncan, Kemp and Redding is referred to it becomes:
- Carter et al. (1997) discussed library research methods.

Note: Names of all the authors must be given in the list of references.

Multiple citations of the same author
Arrange in chronological order and use suffixes to distinguish works published in the same year. For example:
- Research conducted by Brown (1990, 1993a, 1993b) indicated that…
- In one study, Brown (1993a) found a significant relationship between job satisfaction and job performance in the banking industry. However, in a separate study conducted by Brown (1993b) it was shown that there was no significant relationship between these constructs in the retail industry.

Note: Ensure that the same suffixes are used in the list of references.

Personal communications
Personal communications include interviews and letters. Unlike other in-text references, initials are included. For example:
- The research utilised both qualitative and quantitative measures, which proved to be complementary (Peters, K.L., 1997, pers. comm., 27 June).
- K.L. Peters (1997, pers. comm., 27 June) explained that the use of both quantitative and qualitative research methods proved to be complimentary.

More than one work cited
Some ideas will be sourced to more than one author. Ensure they are listed in *alphabetical* order. For example:
- It is commonly stated that the most important resources in any organisation are human resources (Haddon, 1991; Larsen & Johns, 1995; Smith, 1997).

Anonymous
- *On Travelling to London* (1683) reveals this to be false
- This was not so in seventeenth-century England (*On Travelling to London 1683)*

Note: Do not use 'Anonymous' or 'Anon'

No personal author, sponsored by corporate body
- (CSIRO, 1982)
- A publication of the Institute of Engineers, Australia (1988) demonstrated that…

Note: Well known abbreviations such as CSIRO may be used in textual references, but should be spelt out in an alphabetical list of abbreviations. Abbreviations used in textual references should correspond with those in the list of references.

<u>Newspapers</u>
If authors are given use the principles already stated. If there is no author:
* *(Weekend Australian* 24-25 Jan. 1987, p. 19).

<u>Secondary source of idea</u>
This is the appropriate method for works cited in the textbook or study book.
* Johns (1980, p. 10, cited in Holesworthy 1985, p.19).

Note: Only the sources that you have directly cited appear in the reference list. In the above example Holesworthy would appear in the reference list but Johns would not.

<u>Direct Quotations</u>
Brief quotations (about 30 words or less) can be included in the body of the text. Use single quotation marks. Page numbers must also be given for direct quotes.
* Steward (1982, p. 6) argued that 'engineers are vital to the survival of the planet'.
* It seems that 'engineers are vital to the survival of the planet' (Stewart 1982, p. 6).

Lengthy quotations (greater than 30 words) are given in separate paragraphs which are indented from both left and right margins. The use of italics and single line spacing distinguishes lengthy quotations from the main text. No quotation marks are used. Citations are as above and appear at the end of the quotation.

The use of direct quotations should be minimised. When used, direct quotation should be explained or interpreted to demonstrate your understanding and also to ensure that the assignment is your work and not merely a medley of other people's work.

List of References

At the end of your essay, place a list of references cited in the text. The heading for this list is either 'Reference List' or 'References' and the list always begins on a new page. Do not use the term bibliography as this refers to a list of works that are both cited and uncited in the text. Arrange the reference list in alphabetical order of author's surnames, and chronologically for each author where more than one work by that author is cited. The author's surname is placed first, followed by initials, then the year of publication is given followed by details of the publication. The name of the publication (usually a book or journal) appears in italics. See the following examples:

Type of Item	Example
Book 1 author	Cole, G.H.A. 1991, *Thermal Power Cycles*, Edward Arnold Publishing, London.
Government publication no author	Department of Energy 1980, *Projections of Energy Needs*, HMSO, London.

Book 2 authors	Douglas, M.A. & Watson, C. 1984, *Networking*, Macmillan, London.
Book anonymous	*The Eliciting of Frank Answers* 1955, Engineering Publications, Florida.
Journal article 4 authors	Gibberd, R., Snow, P.T., Rice, P.G. & Patel, N.B. 1991, 'Nuclear power at what price?' *The Bulletin*, vol. 113, June 4, pp. 51-5.
Journal article	Jones, B.E. & Jones, S.R. 1987, 'Powerful questions', *Journal of Power Engineering*, vol. 1, no. 3, pp. 10-18.
2 books in 1 year by same author	King, P. 1984a, *Power in Australia*, UQP, St. Lucia, ------ 1984b, *Solar Power*, Macmillan, Melbourne.
Chapter in an edited book	North, D. 1980, 'Energy use at home', in *Energy Conservation*, eds. S. Scott & N. Peel, Academic Press, London.
Newspaper article	Popham, B. 1987, 'Saving the future', *Weekend Australian Magazine*, 7-8 Feb. p.10.
Newspaper article no author	*Perth Daily News*, 24 Jan. 1987, p.10.
Conference paper published	Trump, A. 1986, 'Power play', *Proceedings of the Third Annual Conference*, International Society of Power Engineers, Houston, Texas, pp. 40-51.

Each entry in the reference list should be flush with the left margin. There should be a blank line space between each entry in the reference list. A sample reference list follows:

References
Andel, T. 1992, 'Good ergonomics protect economics', *Transportation & Distribution*, vol. 33, no. 11, November, pp. 78-86.

Dunphy, D.C. & Stace, D.A. 1990, *Under New Management*, McGraw-Hill, Sydney.

Dunphy, D.C. & Stace, D.A. 1988, 'Transformational and coercive strategies for planned organisational change: Beyond the OD model', *Organisational Studies*, vol. 9, no. 3, pp.317-34

Worksafe Australia 1995, *Noise Management at Work: Control Guide*, National Occupational Health and Safety Commission, Sydney

Referencing Internet Resources Using the Harvard System
The author should cite and reference their Internet resources and print materials correctly, since both are covered by copyright law. To ensure that the author is fully briefed about correct referencing formats, a guide to referencing Internet resources using the Harvard system (referring to the following site)
 (http://www.usq.edu.au/library/resources/genref/harvardprint.htm) has been
developed by the USQ Library. Please refer to it if you do use on-line sources in your paper and/or in your group project report.

GROUP ASSESSMENT CRITERIA

Project Class Presentation

GROUP NAME & PRESENTER (S): _____

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GENERNAL COMMENTS:

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SPECIFIC COMMENTS:

	Excellent 5	Very Good 4	Good 3	Acceptable 2	Marginal 1	Mark
Contents of presentation						
1) Deal with question asked						
2) Clearly explain the main concepts						
3) Demonstrate evidence of research						
4) Integrate own ideas into discussion						
5) Show originality of analysis with critical thinking and evaluation of texts and journal articles read						
					Sub-total	**/7**
Style of Delivery						
a) Clear and logical flow						
b) Generation of interesting discussion						
c) Quality of overheads, handouts etc.						
d) Humor/overall performance/audience attention						
e) Timekeeping						
					Sub-total	**/3**
Total Mark						**/10**

Assessor's Name: _____

ASSESSMENT CRITERIA

For Individual Essay (30%)

Student NAME: _____

Student Number: _____

GENERNAL COMMENTS:

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SPECIFIC COMMENTS:

	POOR →→→ EXCELLENT										Mark
Contents	1	2	3	4	5	6	7	8	9	10	
1) Relevant to the topic or question asked											
2) Evidence of clear explanation of main concepts											
3) Evidence of research											
4) Logical development of discussion											
5) Critical evaluation of the subject, incl. critical analysis of texts and articles read											
									Sub-total		**/20**
Style of presentation											
a) Clarity and coherence of argument											
b) Grammar and syntax											
c) Appropriate referencing											
									Sub-total		**/10**
									Total Mark		**/30**