



**College of Commerce  
Division of Economic and Financial Studies  
Department of Business**

# **HRM201**

## **Comparative & International Employment Relations**

***UNIT OUTLINE***  
***SEMESTER 2, 2007***

**Unit Convenor: Dr Angie Knox**

**Lectures: Friday 1pm to 4pm, W5C 320**

**Prerequisites: Entry to BHRM; HRM107**

**Students in this unit should read the Unit Outline carefully at the beginning of the semester. It contains important information about the unit. If anything in it is unclear, please consult the Unit Convenor.**

## **About this Unit**

HRM201 is a 3 credit point unit.

This unit examines employment relations systems across a number of different countries and analyses international issues facing employers and their employees. We explore for example, employment relations in Australia, the UK, USA, Germany and Japan. In addition, we consider a range of challenges emerging internationally including: diversity management, language, behaviour and sex-typing as well as issues regarding outsourcing and off-shoring. While examining these themes, we will draw out any points of convergence and/or divergence across nation states and develop a greater understanding of the implications of these processes.

## **Teaching Staff**

Convenor: Dr Angie Knox  
Email: [aknox@efs.mq.edu.au](mailto:aknox@efs.mq.edu.au)  
Room: E4A 633  
Phone: 9850 6468  
Consultation: Friday 11 am-1 pm

## **Classes**

Lecture/Seminar Time: Friday 1pm to 4pm in W5C 320

You are expected to attend these classes. If for unavoidable reasons you miss a class, it is your responsibility to do the necessary work that was covered in-class in your own time. Individual lectures and/or tutorials will not be conducted in order for you to catch up.

## **Required and Recommended Texts and/or Materials**

### **Prescribed Text**

Bamber, G., Lansbury, R. and Wailes, N. (2004). International and Comparative Employment Relations (4<sup>th</sup> ed.). Sydney: Allen and Unwin.

### **Prescribed Unit Materials**

HRM201 Reading Pack.

### **Journals**

The following journals contain many articles in the area of employment relations and may be useful to students:

Industrial Relations Journal  
British Journal of Industrial Relations  
International Journal of Human Resource Management  
Employee Relations  
Journal of Industrial Relations  
Human Resource Management Journal

### **Unit Web Page**

Lecture Notes, Case Studies, the Unit Outline and important notices will be posted on Web CT. Please consult the web site at least once a day.

<http://online.mq.edu.au>

### **Learning Outcomes**

The learning outcomes of this unit are:

- an understanding of employment relations systems across a range of countries and the ability to analyse areas of convergence and/divergence across these countries.
- an understanding of the major parties involved in national systems of employment relations and how they influence employment outcomes.
- an ability to analyse policy debates in employment relations.

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop students' generic skills in a range of areas. One of the aims of this unit is that students develop skills in the following:

- **communication skills**
- **taking responsibility for your own learning**
- **critical analysis skills**

## **Teaching and Learning Strategy**

This unit is taught using lectures and seminars (whole-of –class tutorial discussions). Students are expected to read in advance of lectures and participate in seminars.

### **Lecture Program:**

**Lecture 1** Introduction to Comparative and International Employment Relations  
Date: Friday August 3

**Lecture 2** Employment Relations in Australia  
Date: Friday August 10

**Lecture 3** Employment Relations in the UK  
Date: Friday August 17

**Lecture 4** Employment Relations in the US  
Date: Friday August 24

**Lecture 5** Employment Relations in Germany  
Date: Friday August 31

### **Essay Plan Due**

**Lecture 6** Employment Relations in Japan  
Date: Friday September 7

**Lecture 7** Diversity at Work I  
Date: Friday September 14

### **Essay due:**

**Lecture 8** Diversity at Work II  
Date: Friday October 5

**Lecture 9** Language, Behaviour and Sex-typing  
Date: Friday October 12

**Lecture 10** Outsourcing and Off-shoring  
Date: Friday October 19

**Lecture 11** International HRM I  
Date: Friday October 26

**Lecture 12** International HRM II  
Date: Friday November 2

**Lecture 13** Course Review  
Date: Friday November 9

## Relationship between Assessment and Learning Outcomes

Knowledge and understanding of comparative and international employment relations is assessed using a combination of written pieces. There are three assessment components: an essay plan, an essay and a final exam.

### Essay Plan (10%) and Essay (30%) (Total worth 40%)

You are required to submit both an essay plan and an essay on the following topic:

*Some academics have argued that employment relations in Australia is becoming 'Americanised'. Assuming that this is correct, discuss some of the implications that might be experienced in Australia.*

### The Essay Plan

Based on the essay question (see above), you should *write an essay plan* of approximately one page in length. This will provide a brief overview of the major points/issues that you intend to include in your full essay and assist you with the structure of your essay. You might like to use a series of sub-headings in your plan such as 'Introduction' (including the terms that you will define and a summary of the major argument to be developed throughout your essay), 'Body' (probably dividing this into several paragraphs, each of which encapsulates a different point or concept that will develop your argument more fully), 'Conclusion' (summarising your findings and the argument that you have put forward). In order to do this properly, you will need to have done a significant amount of research and reading around the essay question.

**Length:** a maximum of one page. You do not need to reference in your plan.

**Due Date:** 31<sup>st</sup> August 2007

*Please note that you will not get this plan back before your essay is due in.*

### Essay

You should write a response to the essay question (see above) based upon your research and analysis using appropriate books and journal articles. You should include a minimum of **six** references and 'googled' material is **not** a suitable source of information. Please use library resources, including books and journal articles available via online databases. You can use Australian and international research.

Length: up to a maximum of 2000 words

Due Date: 14<sup>th</sup> September 2007

**Total Marks: 40 (essay plan and essay combined)**

If you have any queries or questions about the essay, please discuss them with me. Essays should be typewritten and formatted according to the details on p. 8-9 in this handout.

Unless there are extenuating circumstances, late submissions will be penalised by deduction of marks at the rate of 10 per cent per day.

## **A Cultural Briefing**

While this cultural briefing forms part of the exam, you will have time to prepare it during the semester.

Business is increasingly international in scope. Many problems can arise when we attempt to conduct business in foreign countries if we do not have an awareness of the local culture and customs. The obvious solution is education and training, including briefings provided by the firm's HR department, for expatriates before they are sent on overseas assignments.

Select one of the following foreign countries: France, Sweden, India or China, and prepare a briefing that discusses the cultures and customs of that country. It should include information that would be important for a business person to know if they were living and working in that country. This *may* include traditions, history, living conditions and cost of living, clothing and housing requirements/standards, drug and alcohol laws, and the political and economic climate. You might think of other useful factors too.

Your briefing should be approximately 800-1000 words or three pages in length (hand-written, so don't get too carried away...) and it will form one of the exam questions ! You will have opportunities to work on your briefing in class.

## **Final Examination (worth 60%)**

The final exam will be held in the formal examination period. The examination will be "closed book". Further details will be given later in the semester regarding format and content.

The University examination period in Second Half Year 2007 is from 14 November to 30 November.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations.

<http://www.timetables.mq.edu.au/exam>

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at <http://www.reg.mq.edu.au/Forms/APSCon.pdf>

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period.

You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, which is the final day of the official examination period.

## Plagiarism

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Undergraduate Studies* or on the web at:

<http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

## University Policy on Grading

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit.

The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark.

For an explanation of the policy see

<http://www.mq.edu.au/senate/MQUOnly/Issues/Guidelines2003.doc> or

<http://www.mq.edu.au/senate/MQUOnly/Issues/detailedguidelines.doc>.

## Student Support Services

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au>.

## Classroom Etiquette

Students are expected to arrive on time, certainly before five minutes past the hour, and not to leave until the class ends. If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer/tutor.

Students are expected to be quiet during lectures unless, of course, class participation is required. Mobiles should be turned off during classes; not simply set to "silent".

## Essay Guidelines

Failure to follow these instructions will result in the essay being returned to the student for rewriting in an acceptable format. Also, **plagiarism** will not be tolerated in any form, and will result in automatic failure.

### Format of Essay

1. Essays should be typewritten using double spacing.
2. Under no circumstances should an essay be typed on both sides of a single page.
3. A margin of around 30 millimetres should be provided on both the left and right sides of the page so that examiners' comments can be made.
4. Quotations of up to two lines should be enclosed in double inverted commas with the appropriate page number. Quotations greater than two lines should be indented and single spaced (inverted commas are unnecessary).
5. Avoid using sexist or other biased language, and use the third-person tense when writing.

### Citing References

6. Citations to references in the essay should be as follows:  
  
Blyton and Turnbull (1992) argue that human resource management  
or  
Recent developments in human resource management (Blyton & Turnbull, 1992)
7. When there are **more than two** authors, the first citation should be  
  
Deery, Iverson and Erwin (1994) argue that organisational commitment...  
  
Subsequent citations should be: Deery et al. (1994) assert that organisational commitment...  
or  
The importance of organisational commitment (Deery, Iverson & Erwin, 1994) ...  
  
Subsequent citations should be: The effect of industrial relations climate ... (Deery et al., 1994)
8. When there are **two or more** citations within the same parentheses, the order is alphabetized, e.g.,  
  
The recruitment and retention of employees is fundamental to organisations (Deery & Walsh, 1999; Gahan, 1992; Jones, 1990; Smith, 1989).



## Quotes

9. When quoting always provide page numbers, e.g.:

"It is assumed that both workers and management share a common objective" (Deery & Walsh, 1999, p. 5).

or

Deery and Walsh (1999) "assumed that both workers and management share a common objective" (p. 5).

## Secondary Sources

10. When you do not have access to the original material that has been cited in another's work, the citation is:

Hyman and Fryer (1975, cited in Deery & Walsh, 1999) argue that rather than there being symmetry in the distribution of power .....

In the References only the actual work read is included e.g., in the above example Deery and Walsh would be included and Hyman and Fryer (1975) would be excluded from the References.

## References

11. The reference list appears on a separate page at the end of the essay and includes all references cited in the essay. They are listed in alphabetical order, by the first author's surname, with the title, year of publication, title, and publishing information provided, e.g.,

- Abbott, J., De Cieri, H., & Iverson, R.D. (1998). Costing turnover: Implications of work/family conflict at management level. *Asia Pacific Journal of Human Resources*, 36 (1), 25-43.
- Deery, S.J., Iverson, R.D., & Erwin, P.J. (1994). Predicting organisational and union commitment: The effect of industrial relations climate. *British Journal of Industrial Relations*, 32 (4), 581-597.
- Guest, D.E. (1992). Employee commitment and control. In J. F. Hartley & G.M. Stephenson (Eds). *Employment relations* (pp. 111-135). Oxford: Blackwell.
- Young, W.R., McHugh, P.P., & Reed, C.S. (1992). A cross-national comparison of company and union commitment: A meta-analysis. *Proceedings of the 44th Annual Meeting, Industrial Relations Research Association*. WI: IRRA.

Note: Students can **underline** rather than **italicize** titles if an italicized font is not available.