

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

Unit code: HRM307
Strategic International Human
Resource Management

Semester 2, 2010

Department of Business

**MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT OUTLINE**

Year and Semester: 2010, Semester 2

Unit convenor: Dr Alison Barnes

[Prerequisites: Admission to BBA or Bcom-Mktg; BBA 250, HRM 217]

Credit points: 3 credit point unit.

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult Dr Alison Barnes.

ABOUT THIS UNIT

- Welcome to International Human Resource Management! This unit provides an introduction to the critical issues facing organisations when managing their human resources at home and abroad. It focuses on the connection between corporate strategies and the effective management of human resources, which at times, may require differing policies across countries. The course is based on the notion that competitive firms and economies require appropriate structures, policies, and strategies for managing their employees at every level of the enterprise. This is particularly true of multinational enterprises and transnational corporations intricately involved in a global environment.
- A significant basis of competitive advantage comes from having effective systems for managing an organisation's human resources. A number of recent developments, including demographic changes in the labour force, increased global competition, changed industrial relations laws and attention to sustainability and ethics have made international HRM increasingly crucial for organisations. Although many managers and organisations recognise the importance of managing the work force effectively and even know what effective approaches are, it is remarkable how frequently firms fail to implement effective international HRM practices.
- The course is divided into three sections. In the first part of the course we critically explore the challenges and opportunities created by a constantly changing environment. The second section explores core HR functions within the context of the global environment and touches on issues unique to international human resource management. The final section of the course provides a summary and integration of the material that will help students prepare for their final examination.
- The subject is worth 3 credit points.

TEACHING STAFF

- Convenor Dr Alison Barnes
- Email: alison.barnes@mq.edu.au
- Phone: 9850-1148
- Building E4A (Room 640A)
- Consultation hours: Thursday 2pm to 4pm
- Other Staff (Please see *Blackboard* for further information.)

CONSULTATION TIMES

You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct any consultations by email. You may, however, phone staff during their consultation hours.

In order to gain access to staff located at levels 1, 2 and 3 of building E4A during their consultation hours please ring the staff member from the phones available in the lobby (phone numbers of relevant staff members will be provided on Blackboard and are available next to the phones).

Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

CLASSES

- Number and length of classes: 1 x 2 hour lecture and 1 x 1 hour tutorial, (3 hours face-to-face teaching per week unless indicated otherwise in the lecture schedule.)
- A statement that: The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

- Dowling, P., Festing, M. & Engle, S.R. (2008), *International Human Resource Management*, Cengage Learning, Melbourne.
- This text is compulsory and can be purchased from the Macquarie University Co-op Bookshop.

- Students are encouraged to read a good daily newspaper such as *The Sydney Morning Herald*, *The Australian* or *The Australian Financial Review*.

Reading List

The publications listed below are recommended for further reading on the topics covered in the unit. Students should also consult them for the research and preparation of assignments. This is only designed as a guide for students. Students are encouraged to use the library to find further readings that may be relevant to lectures and tutorials, and to assignments.

Books

- Brewster, C., Carey, L., Dowling, P., Grobbler, P., Holland, P. and Warnich, S. (2007), *Contemporary Issues in Human Resource Management* (2nd ed). Oxford University Press, Southern Africa.
 - Briscoe, D., Randall, S. and Clauss, L. (2009), *International Human Resource Management: Policies and Practice for Multinational Enterprises* (3rd ed). Routledge, London.
 - De Cieri, H., Kramer, R., Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2008), *Human Resource Management in Australia: Strategy, People and Performance*, (2nd ed). McGraw Hill, Sydney.
 - Harzing, A.W. and van Ruysseveldt, J. (2005), *International Human Resource Management*, Sage, London.
 - Nankervis, A., Comptom, R., and Baird, M. (2008), *Strategic Human Resource Management*, (6th ed), Cengage, Melbourne.
 - Stone, R.J. (2008), *Human Resource Management*, (6th ed), John Wiley, Milton.
- These texts should be available in the Macquarie Library.

Journals

Apart from books, students will find it valuable to get into the practice of reading relevant articles from journals. Below students will find a list of journals as well as some suggested articles to start their reading. Those suggested can all be found within the university library system.

Academy of Management Journal

Asia Pacific Journal of Human Resources

Australian Journal of Management
California Management Review
Employee Relations
Gender, Work and Organisation
Harvard Business Review
Human Resource Management Journal
International Journal of Employment Studies
International Journal of Human Resource Management
International Journal of Manpower
Labour & Industry
New Technology, Work and Employment
Personnel Journal
Personnel Management
Personnel Review
Sloan Management Review
The Journal of Industrial Relations

Some useful websites:

<http://www.ahri.com.au>

<http://www.ilr.cornell.edu/>

<http://www.shrm.org>

<http://www.deewr.gov.au>

<http://www.wrc.org.au>

<http://www.ilo.org/>

<http://www.ihrim.org/>

<http://www.hreoc.gov.au/>

<http://www.actu.org.au>

<http://www.fwa.gov.au>

UNIT WEB PAGE

- Course material is available on the learning management system (BlackBoard)
The web page for this unit can be found at: <http://learn.mq.edu.au>.

Students will find resources to assist their study on Blackboard, such as lecture notes and other resources. Please check BlackBoard regularly for announcements.

LEARNING OUTCOMES

The learning outcomes of this unit are:

1. To develop an understanding of the key differences between domestic and international HRM;
2. To explore challenges facing international human resource managers;
3. To critically examine contextual factors that influence IHRM practice;
4. Explore the operation of key human resource functions such as performance management, recruitment and selection and training and development in global organisations;
5. Examine the links between industrial relations systems and IHRM
6. The unit also aims to assist the students to develop the capacity to critically analyse IHRM.

GRADUATE CAPABILITIES

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop the capabilities the University's graduates will need to develop to address the challenges, and to be effective, engaged participants in their world.

This unit contributes to this by developing the following graduate capabilities:

1. Discipline specific knowledge and skills*
2. Critical, analytical and integrative thinking
3. Problem solving and research capability
4. Creative and innovative
5. Effective communication
6. Engaged and ethical local and global citizens
7. Socially and environmentally active and responsible
8. Capable of professional and personal judgement and initiative
9. Commitment to continuous learning

TEACHING AND LEARNING STRATEGY

- The unit is taught using a combination of lectures & tutorial. Students are expected to attend lectures and tutorials. The lecture sets the context for tutorial work in the following week and will also highlight the key concepts and skills that will form the basis upon which you will be assessed in examinations.

Students are expected to read and prepare in advance for tutorials. If you have not prepared adequately, you will not benefit from the learning opportunities provided by a small class. Tutorials are not intended to provide you with the content presented in the textbook or to rehash the lecture but rather to build on this material to achieve better understanding of concepts developed in this Unit. Tutorials should be interactive, dynamic and fun! But it is ultimately up to you as a student to make your tutorials dynamic by coming prepared to contribute. Attendance will be taken in the tutorials.

Warning: You must attend at least 10 of the 12 tutorials. Failure to do this may affect your final mark.

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

There are three assessment items. The assessments in the unit are a mixture of examinations and individual essays. Please see the *Guidelines for assessments* at the end of this Unit Outline.

	Assessment Task 1	Assessment Task 2	Assessment Task 3
Title/Name	In class examination	Individual essay	Final examination
Description	This exam will examine material covered in lectures and tutorials during weeks 1-3	See assessment section	Essay style questions. More information will be provided during the examination briefing.
Due date	Conducted Friday 26 August	Friday 17 September	Exam period
% Weighting	15 per cent	35 percent	50 percent
Grading method - marking criteria/ standards - referencing requirements	See assessment section	See assessment section	See assessment section
Submission method	Held during Week 4 tutorials.	See assessment section	See assessment section
Feedback	Feedback provided by the tutor.	Marked essays will be returned within 3 weeks of	

	Assessment Task 1	Assessment Task 2	Assessment Task 3
		submission	
Estimated student workload (hours)	See assessment section		
Learning outcomes assessed			
1			
2			
3			
4			
5			
6			
Graduate capabilities assessed			
1a			
1b			
1c			
1d			
1e			
1f			
1g			
1h			
2			
3			
4			
5			
6			
7			
8			
9			

- Extension requests: The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: http://www.mq.edu.au/policy/docs/special_consideration/procedure.html
- Late submissions: will have 2% deducted per day late, including weekend days. Late assignments should be submitted to BESS in building E4B to be date stamped and forwarded to your tutor for marking. Note, electronic assignments will NOT be marked.

- Attendance: Attendance will be taken in the tutorials. Warning: You must attend at least 10 of the 12 tutorials
- Examinations
A final examination is included as an assessment task for this unit to provide assurance that:
 - i) the product belongs to the student and
 - ii) the student has attained the knowledge and skills tested in the exam.

A two hour final examination for this unit will be held during the University Examination period.

The University Examination period in Second Half Year 2010 is from 15 November to 3 December.

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. The University's policy on special consideration process is available at

http://www.mq.edu.au/policy/docs/special_consideration/policy.html

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. (Individual Faculties may wish to signal when the Faculties' Supplementary Exams are normally scheduled.)

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at:

<http://www.mq.edu.au/policy/docs/examination/policy.htm>

ACADEMIC HONESTY

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way

- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

GRADES

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://senate.mq.edu.au/rules/Guidelines2003.doc> or <http://senate.mq.edu.au/rules/detailedguidelines.doc>

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandconomics.mq.edu.au/for/new_and_current_students/undergraduate/admin_central/grade_appeals.

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to

support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: http://www.mq.edu.au/policy/docs/special_consideration/procedure.html

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>.

[Individual Unit Convenors may wish to add Unit/ Faculty specific support eg BESS, Room, PAL, E4B Consultation Room.]

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorised coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when utilising University IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

Lecture Program

Week	Week Commencing	Topic
Week 1	2/8/2010	Introduction to unit and exploring the complexity of IHRM
Week 2	9/8/2010	HRM in an international context
Week 3	16//2010	The host country context
Week 4	23/8/2010	International industrial relations
Week 5	30/8/2010	IHRM: Contemporary issues and controversies
Week 6	9/9/2010	IHRM: Contemporary issues and controversies
Week 7	13/9/2010	Cross-border alliances and SMEs
	20 September to 4 October	MID SEMESTER BREAK
Week 8	5/10/2010	Human Resource Information Systems (HRIS) and International compensation
Week 9	11/10/2010	Staffing international operations for sustained global growth & recruiting and selecting staff for international assignments
Week 10	18/10/2010	International training & development
Week 11	25/10/2010	Re-entry and career issues
Week 12	1/11/2010	IHRM: Performance management
Week 13	8/11/2010	Examination briefing and unit review

Week 1

- ❖ **Introduction to the unit and exploring the complexity of international human resource management**

This lecture will

- ❖ Provide a broad overview of the unit's aims;
- ❖ Outline the requirements of the unit;
- ❖ Explain the unit's assessment;
- ❖ Discuss what is expected of students;
- ❖ Begin our introduction to the unit by exploring the similarities and differences between domestic and international HRM;
- ❖ Explore what is to be gained by studying IHRM;
- ❖ Begin to explore the growth of IHRM and contextual issues.

No Tutorials in Week 1

Required Reading:

Dowling et al. (2008), Chapter 1.

Week 2

❖ HRM in an international context

This lecture will

- ❖ Provide the context IHRM operates in by exploring globalisation, the growth of international business and multinational firms
- ❖ Explore the organisational context and the challenges globalisation presents;
- ❖ Briefly discuss week 4's in-class examination.

Tutorial activity:

- ❖ Introduction and administration - This provides an opportunity for students and the tutor to get to know each other and for students to ask any questions they may have.
- ❖ After reading the unit outline, think of any questions you might have about the unit. This could include questions about assessment, subject matter, or how to access material.
- ❖ Q1. Are international and domestic human resource management really that different?
- ❖ Q2. 'Why is a greater degree of involvement in employees' personal lives inevitable in many international activities?'

Required Reading:

Dowling et al. (2008), Chapter 2.

Additional Reading:

Connell, J. and Teo, S. (2010), *Strategic HRM Contemporary Issues in the Asia Pacific Region*, Tilde University Press, Prahran. Chapter 4.

Other information:

Tutorials will cover the previous week's lecture material.

Week 3

❖ The host country context

This lecture will

- ❖ Explore how the nature and attributes of the host country affects IHRM – this theme will be continued following weeks when we explore IHRM in developing countries;
- ❖ We will discuss the interplay between global standardisation and the localisation of HRM practices.

Tutorial activity:

- ❖ Q1 What challenges does globalisation pose for HR managers?

The question below relate to this week's lecture. We will discuss them a week early to help you prepare for your in-class examination.

- ❖ Q2. How do host countries impact on IHRM?

Required Reading:

Dowling et al. (2008), Chapter 9. Sections of this chapter are also useful for future weeks' topics.

Additional Reading:

Dickmann, M., Brewster, C. and Sparrow, P. (2008), *International Human Resource Management A European Perspective*, Routledge New York. Chapter 2.

Week 4

- ❖ **International industrial relations**

This lecture will

- ❖ Examine how international industrial relations affects IHRM.

Tutorial activity:

- ❖ ***This week an examination will be held during the tutorial.***

Required Reading:

Dowling et al. (2008), Chapter 10.

Additional Reading:

Bamber, G., Lansbury, R. and Wailes, N. (2004), *International and Comparative Employment Relations*, (4th ed), Allen & Unwin, Crows Nest, Chapter 12.

Week 5

❖ IHRM: Contemporary issues and controversies

This lecture will

- ❖ Explore contemporary issues and challenges facing international human resource managers. We will be exploring IHRM in developing countries to highlight a range of contemporary issues. This week we will begin our discussion of IHRM in developing countries by:
 - Examining offshoring and watching a DVD
- ❖ Offer the opportunity for students to ask questions about the essay (the second piece of assessment for the unit) and for any related discussion.

Tutorial activity:

- ❖ Q1. Your text book suggests it is important to 'understand the historical origins of national industrial relations systems'. Why is this important? If we accept its importance why do organisations continue to ignore these considerations?
- ❖ Q2. How valid are trade union concerns about multinationals?

Required Reading:

Dowling et al. (2008), pp.230-238 and chapter 12. Chapter 12 is also useful for next week's class.

Week 6

- ❖ **IHRM: Contemporary issues and controversies**

This lecture will

- ❖ Continue our exploration of contemporary issues impacting on IHRM, including international business ethics.
- ❖ Continue our discussion of offshoring.

Tutorial activity:

- ❖ Q1. What key issues did last week's DVD raise with regard to IHRM?
- ❖ Q2. What are some of the key similarities and differences confronting managers in India and Australia.

Required Reading:

Dowling et al. (2008), Chapter 12.

Week 7

- ❖ **Cross –border alliances and SMEs**

This lecture will

- ❖ Explore Cross-border alliances with a special emphasis on mergers, acquisitions and international joint ventures.
- ❖ We will also explore SMEs and IHRM.

Tutorial activity:

- ❖ Q1. 'What are typical HRM problems in offshoring organisations?'
- ❖ Q2. 'How can companies, for example in India and in China, design their human resource management systems to avoid these problems?'

Required Reading:

Dowling et al. (2008), Chapter 3.

Additional Reading:

Boxall, P. and Purcell, J. (2008), *Strategy and Human Resource Management* (2nd ed), Palgrave pp: 269- 278.

Week 8

- ❖ **Human resource information systems (HRIS) and international compensation**

We will have a guest speaker for this lecture. See Blackboard for more details. Please ensure you attend!

This lecture will

- ❖ Critically explore issues associated with compensation in the international context.

Tutorial activity:

- ❖ Q1. How might globalisation impact on SMEs?
- ❖ Q2. Outline the development phases of an IJV and the respective HR implications.

Required Reading:

Dowling et al. (2008), Chapter 7.

Additional Reading:

Nankervis, A., Comptom, R., and Baird, M. (2008), *Strategic Human Resource Management* (6th ed), Cengage, Melbourne. pp. 125-134.

Week9

- ❖ **Staffing international operations for sustained global growth and recruiting and selecting staff for international assignments**

This lecture will

- ❖ Move from contextual factors to a specific focus on IHRM and people management. The aim of this lecture to establish the role of international HRM in sustaining business operations and growth. We will be focusing on staffing issues such as:
 - recruitment and selection in an international context;
 - differing approaches to staffing foreign operations.

Tutorial activity:

- ❖ Please see *Blackboard* for further information.
- ❖ What were the key things you learnt from the guest lecturer?
- ❖ **Please bring your textbook to next week's tutorial.**

Required Reading:

Dowling et al. (2008), Chapter 4 and 5

Week 10

❖ International training & development

This lecture will

- ❖ Critically examine the role of training in preparing and supporting personnel on international assignments.
- ❖ The role of training in supporting expatriate adjustment and on-assignment performance.
- ❖ Components of effective pre-departure training programs.
- ❖ The developmental aspect of international assignments.
- ❖ Training and developing international management teams.
- ❖ Trends in international training and development.
- ❖ We may also have a guest lecturer this week.

Tutorial activity:

- ❖ In this week's tutorial we will be looking at issues raised in case 3 'Quality compliance at the Hawthorn Arms' pp: 315-317 of your text book.

Required Reading:

Dowling et al. (2008), Chapter 6..

Week 11

❖ Re-entry and career issues

This lecture will

- ❖ Explore life and work related issues associated with the post-assignment stage such as:
 - Re-entry and repatriation;
 - Job-related issues;
 - Social factors that affect re-entry and work adjustment.

Tutorial activity:

- ❖ Please see *Blackboard* for further information.

Required Reading:

Dowling et al. (2008), Chapter 8.

Week 12

❖ **IHRM: Performance management**

This lecture will

- ❖ Draw together relevant literature on performance management in the international context as it relates to IHRM.

Tutorial activity:

- ❖ In this week's tutorial we will be looking at issues raised in case 1 'Spanning the globe' pp: 311-314 of your text book. **Please bring your text book to class.**

Required Reading:

Dowling et al. (2008), Chapter 11.

Week 13

- ❖ **Examination briefing and unit review**

This lecture will

- ❖ Review the unit and discuss the examination;
- ❖ *Students are strongly encouraged to attend this lecture.*

Tutorial activity:

- ❖ Review the course and general discussion of topics covered.

Assessment information

According to Academic Senate Guidelines, student workload should be three hours per credit point per week, including the two week semester break. This means a three credit point unit should have a student work load of 135 hours. Students vary enormously in their study patterns but as a guide, this unit's intended approximate work load is:

Activity	Duration	Number per semester	Semester total
Lectures	2 hours	13	26
Tutorials	1 hours	12	12
Reading & tutorial prep	3 hours	12	36
Early semester exam revision	10-15 hours	1	10-15
Essay	20	1	20
Final exam revision	25	1	25
Total			129-134

Assessment 1 – In class examination

This exam will be held during week four tutorials (Friday 26 August). It will examine material covered in lectures, tutorials and the prescribed readings for weeks 1-3. There will not be a supplementary examination – any student who misses this test will need to provide a medical certificate or other documentation. Marks and feedback will given during tutorials. Tip: please read the required readings for weeks 1, 2 and 3.

Assessment 2 - Essay

Essay question:

Many argue that it important for global organisations to respect prevailing practices and circumstances in host countries. What, if any, ethical dilemmas may this create? Critically discuss.

In this assignment, you may wish to touch on some of the issues raised in the lectures and readings for weeks from 1 to 7. Choose issues that relate to the question.

The maximum report length is 2000 words, excluding references. Include the word count at the end of your essay.

Students are advised to consult the Essay Marking Guide in this outline when preparing for this assessment.

The essay is to be handed in during the lecture on **17 September**. Late submissions will have 2% deducted per day late, including weekend days. Late assignments should be

submitted to BESS in building E4B to be date stamped and forwarded to your tutor for marking. Note, electronic assignments will NOT be marked.

Assessment 3 –Final examination

A two hour final examination for this unit will be held during the University examination period. The University examination period in Second Half Year 2010 is from 15 November to 3 December. Further details will be provided during the examination briefing.

Requirements for written work:

The essay paper should have a clear structure which includes:

- A short introduction that clarifies your interpretation of the question, the position you will take on the question and a summary of the evidence you will use to support your argument.
- The body consisting of a logically developed argument that clearly links back to the question.
- At the end of the essay a short conclusion is needed to reiterate the position you have taken and the evidence you have used to support this position.

The essay/paper must use the Harvard system of referencing, rigorously and precisely, to indicate all sources of information used and at the end must include a reference list setting out in alphabetical order those works referred to in the essay/paper.

Failure to provide appropriate citations will result in severe penalties up to and including assignment of a grade of zero on the essay. Your list of references should include only material cited in the paper.

Guidelines for the essay:

- The major essay should be no more than 2000 words.
- All essays must be submitted as a hard copy.
- Students must keep a copy of their work.
- All essays must cite a diverse range of source material.
- You must distinguish clearly between your own words and opinions and those of your sources. You must do this by providing appropriate citations using the Harvard method.
- All must include a cover sheet with your name, student ID number, the name of your tutor and the time of your tutorial.

Through completion of assessments, students will learn how to:

Research a topic in an in-depth manner.

Provide a critical perspective of the literature on a topic.

Construct a sustained argument **in response to the question**.

Utilise and conform to the principles of academic rigour in the production of an acceptable, formal response to the question.

Pass (P) 50-64%

Competent descriptive discussion, some grasp of the topic, coherent style and composition, essentially a superficial discussion.

Credit (C) 65-74%

Analytical and explanatory discussion, some theoretical insights, good use of sources and examples, focused argument that could be improved.

Distinction (D) 75-84%

Comprehensively analyses the question, understands and compares approaches systematically, critical comments on literature, excellent examples and illuminating insights.

High Distinction (H) 85-100%

An analytical essay that offers originality in synthesis or analysis and utilises a multitude of relevant sources to justify arguments and produce a critical and intelligent piece of work.

HRM307 – Strategic International Human Resource Management Essay Marking Guide 2010

Research

- Range and quality of source material utilised, journals, texts, newspapers and working papers and use of library
- Adequate levels of theory
- Evidence of independent research, bibliography or reference list

Structure

- Introduction, an indication of how you will argue
- Logical development of argument
- Consistent style and use of paragraphing
- Justified conclusion

Quality

- Identification of relevant issues
- Clarity of written expression
- Critical analysis
- Synthesis and innovation
- Relevance of argument
- Originality of argument
- **Answers the question**

Presentation

- Appropriate referencing style e.g. Harvard method
- Acceptable layout e.g. double spaced, 12 font
- Punctuation and spelling
- Use of an accurate cover sheet
- Appropriate length of paper

Comments

Marks

Essay /50