MACQUARIE UNIVERSITY
FACULTY OF BUSINESS and ECONOMICS
HRM 201 Comparative & International Employment Relations
UNIT OUTLINE

Year and Semester: Semester 2, 2009

Unit convener: Dr Denise Jepsen

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 Lecturer in the unit.

ABOUT THIS 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 sextyping 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.

This is a 3 credit point unit

TEACHING STAFF

• Lecturer in Charge: Deborah Howlett Email: dhowlett@efs.mq.edu.au

Deborah Howlett will generally be available for consultation with students on Wednesdays between 4.00pm – 6.00pm (other times by arrangement only). This will take place in E4A on level 6 in Dept of Business area. Students are advised that it is a requirement to first notify the lecturer by email to arrange such a consultation and time and date and place will be verified by return email.

The lecturer will generally respond to emails within 48 hours NOT INCLUDING WEEKENDS. Note, students requesting additional information on exams or assessments may be referred to class discussions, where other students will also benefit.

CLASSES

• The format for this unit will be two hours of lectures followed by a one hour tutorial, although this could vary slightly each week
• The lecture will generally involve presentation of theoretical material as a basis for more general discussion in the tutorial. The tutorial will focus on practical application of the topics from the previous week’s lecture.
• Students are expected to have read the prescribed reading prior to class and engage in group and/or class discussion during tutorials.

• The timetable for classes can be found on the University website at: [http://www.timetables.mq.edu.au/](http://www.timetables.mq.edu.au/)

• It is an assessment requirement of this unit that students attend tutorials, a roll will be taken. You are also expected to attend lectures. iLecture will be available throughout, but due to the type of discussion may not be a complete recording of the full lecture. It is preferable that all students attend class, if you do miss a class, it is your responsibility to do the necessary work that was covered in your own time. Individual lectures and tutorials will not be conducted in order for you to catch up.

**REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS**

**Prescribed Text:**

**Prescribed Unit Materials:**
HRM 201 Book of Readings

**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**

• **The web page for this unit can be accessed via the “login” button on** [http://learn.mq.edu.au](http://learn.mq.edu.au)
Lecture notes, slides, the unit outline, assessment marking sheets and other important notices will be posted

**LEARNING OBJECTIVES AND OUTCOMES**

After completing this unit students will have the ability to:
1. Understand employment relations systems across a wide range of countries
2. Analyse areas of convergence and divergence across these countries
3. Identify the major parties involved in national systems of employment relations and how they influence employment successes
4. Determine the agendas of policy debates in employment relations
5. Assess current trends and issues 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 their skills in the following:

- **Communication skills**;
- **Critical analysis skills**;
- **Problem-solving skills**;
- **Creative thinking skills**;
- **Research and Inquiry**.

**TEACHING AND LEARNING STRATEGY**

- This unit is taught using lectures and tutorials, which involve many different learning activities.
- Students are expected to read in advance of lectures and participate in the learning process.
- It is imperative that students keep abreast of current developments both in Australia and abroad via the public and popular media in respect to employment relations. At the beginning of each lecture, students will be asked to participate in a discussion of the preceding week’s newsworthy items, this may well be examinable.
- Week-by-week list of the topics to be covered is available at the end of the unit outline.

**RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES**

Knowledge and understanding of comparative and international employment relations is assessed using a combination of assessment pieces. The assessment components are a combination of individual and group work.

**The assessment includes:**

<table>
<thead>
<tr>
<th>Assessment</th>
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<tbody>
<tr>
<td>Mid Semester Test (Week 6)</td>
<td>30</td>
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<tr>
<td>Cultural Briefing</td>
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<tr>
<td>Presentation (Weeks 11, 12 and 13)</td>
<td>10</td>
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<tr>
<td>Report (Week 13)</td>
<td>20</td>
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<tr>
<td>Final Exam</td>
<td>40</td>
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**Total Marks** 100

**Points to Note about Assessments:**

- While you are expected and encouraged to attend ALL lectures, students **MUST** attend weeks 1, 6 and 13 lectures. A roll of tutorial attendance will be kept and students must sign this each tutorial, as 80% attendance is expected.
- You are expected to read the assigned readings, which at times can be extensive before the designated class. There will be no set time in class to read, as the tutorial time will be used for group discussion and presentation.
Detailed Assessment:

Mid Term Test:
Due: In lecture week 6
Value: 30%

Format will be three short answer essays based on the readings and chapters from weeks 1-5 (inclusive). The actual composition will be discussed in lecture week 5. If a student cannot attend the “in class test”, the lecturer shall be notified prior to the lecture via email directly as to the reason(s) the test cannot be done and proof as to why the non attendance e.g medical certificate etc

Cultural Briefing:
Report Value: 20%
Due: Week 13 (lecture)
Presentation Value: 10%
Due: Weeks 11, 12 and 13 (tutorials)

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. Academic research indicates that this type of pre-departure training is essential and firms should develop effective policies to better manage their expatriate staff.

Select a foreign country, (only one group per country per tutorial, with no more than 5 students per group and all must be in the same tutorial) and prepare a report briefing that discusses the cultures and customs of that country. The report briefing would be given to staff preparing to complete a work assignment in that country as part of their pre-departure training.

Your report briefing should be based on relevant academic findings and it should include information that would be important for a business person to know if they were living and working in that country. You may also include information regarding 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.

In addition to academic references, you can use travel guides and internet sites, such as the International Labour Organisation (ILO), The Office of Economic and Community Development (OECD), the Consulate of the country chosen, Australia’s Department of Foreign Affairs and Trade (DFAT), Hofstede’s (2001) cultural classification of 98 countries (http://www.harzing.com/living.htm) and you can think of others.
Please note:
Your report briefing is to be answered in the following format and will be assessed against this criteria:
• Demonstrated research has been undertaken
• Evidence that the students have read widely on the topic, from all types of sources, eg. Textbooks, journals and electronic sources
• Clarity of discussion
• Presentation style, including grammar, spelling and proofreading
• Use of the Harvard Reference System (not footnoting), see end of unit outline for guidance
• Bibliography and/or Reference list (8 references minimum)
• Use only one side of A4 paper, number every page and staple in top left hand corner and do not place in individual plastic sleeves.
• On front page ensure all group member details are included and signed as your own work
• 2000 words maximum

The report/briefing will be handed in at the beginning of lecture 13. It must have attached an individual cover sheet which can be downloaded from the BESS website located at http://www.businessandeconomics.mq.edu.au/current/undergraduate/bess..

As a general rule late submission of assessments is not acceptable, however if you do have extenuating circumstances you must inform the lecturer Prior to the due date. Otherwise late submissions will attract a penalty of a 10% deduction per day of the mark awarded.

1. Presentations (Week 9-12 tutorials)
You are to form groups of 5 students (no more), then notify the tutor of group member names and student numbers by email (no later than week 4). Each group is required to prepare a presentation on a country as per report/briefing. Only one group per tutorial can present and research the chosen country, which will be allocated on a first come first served basis)

The following criteria will need to be addressed:
The presentation is not a stage show but getting and maintaining the interest of the audience will be expected and forms a major part of the mark. Remember this is seen to be an informative briefing to future expatriates departing for this country selected. Each group member MUST present to the rest of the class and all should be prepared to answer questions from the class/and or lecturer at the conclusion of the presentation. The use of presentation aids is encouraged, but emphasis should be placed on important material researched and use of examples.
The presentation should not take any longer than 15 minutes.

All group work is peer moderated
In Week 13, the last class, each student will submit a peer evaluation assessment for each member in their group (including themselves). This will then allow a peer factor to be allocated to the Group’s raw score for each individual student, allowing a dispersion of marks within the same group. This peer factor is kept confidential.
Final Exam:
A two (2) hour final examination for this unit will be held during the University Examination period.

The University Examination period in Second Half Year 2009 is from 18 November to 4 December 2009.

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.

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 must be quiet during lectures unless, of course, class participation is required. Mobiles should be turned off during classes; not simply set to “silent”.

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.

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.
LECTURE PROGRAM

Lecture 1 Introduction to Comparative and International Employment Relations  
Date: Friday August 7

Lecture 2 Employment Relations in Australia  
Date: Friday August 14

Lecture 3 Employment Relations in the UK  
Date: Friday August 21

Lecture 4 Employment Relations in the USA  
Date: Friday August 28

Lecture 5 Employment Relations in Germany  
Date: Friday September 4

Lecture 6 Mid Semester Exam (In class)  
No tutorials this week

Lecture 7 No Classes

***MID SEMESTER BREAK***

Lecture 8 Employment Relations in Japan  
Date: Friday October 9

Lecture 9 Diversity at Work  
Date: Friday October 16

Lecture 10 Language, Behaviour and Sex Typing  
Date: Friday October 23

Lecture 11 Outsourcing and Offshoring (Group Presentation in tutorial)  
Date: Friday October 30

Lecture 12 International HRM I (Group Presentation in tutorial)  
Date: Friday November 6

Lecture 13 Course Review (Cultural Briefing Report Due)  
(Group Presentation in tutorial)  
Date: Friday November 13

EXAM

Tutorial Exercises:  
Please note at the beginning of each week’s readings as found in the unit’s Book of Readings are the tutorial questions to be discussed in tutorial sessions.
HRM 201
Group Presentation Feedback

Group Topic: ..................................................

Date Presented: ..........................................

Time: .....................................................

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<tr>
<th>Fact: (4 marks)</th>
<th>Comments:</th>
<th>Mark:</th>
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<tr>
<td>• Evidence of research</td>
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<td>• Analysis of topic evident (not descriptive)</td>
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<td>• Application of theory to practical</td>
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<td>• All group members being able to answer questions</td>
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<th>Manner: (3 Marks)</th>
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<td>• Originality of content (varied)</td>
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<td>• Structure-logical</td>
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<td>• Major issues highlighted</td>
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<th>Method: (3 marks)</th>
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<td>• Presentation style</td>
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<td>• Use of learning aids</td>
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<td>• Interaction evident</td>
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<td>• Use of time allowance (15 minutes)</td>
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<td>• Each Group member presents</td>
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<th>Total Mark /10</th>
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<th>Overall Comments:</th>
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Signed: ___________________________ Date: ___________________________
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<tr>
<th>Assessment Criteria</th>
<th>Specific Criteria</th>
<th>Max Mark</th>
<th>Mark</th>
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</table>
| **Introduction/Conclusion** | 1. Introduction and where the report is heading.  
Unsatisfactory—Poor—Average—Good—Very Good—Excellent  
2. Conclusion, tying all the research together.  
Unsatisfactory—Poor—Average—Good—Very Good—Excellent | 2        |      |
| **Content/Critical Analysis:** | 1. “Critical Analysis” is evident in relation to the cultural issues for the nation selected.  
Unsatisfactory—Poor—Average—Good—Very Good—Excellent  
2. Application of theory to practice  
Unsatisfactory—Poor—Average—Good—Very Good—Excellent | 4        |      |
| **Report Planning and Structure:** | 1. Demonstrates an overall understanding of the “practices” of the nation selected.  
Unsatisfactory—Poor—Average—Good—Very Good—Excellent  
2. Evidence of planning the format and layout of the report. Consistency and linkages between sections.  
Unsatisfactory—Poor—Average—Good—Very Good—Excellent | 4        |      |
| **Professionalism, Referencing, and Level of Research** | 1. Presented well throughout, readable form, apt structure.  
Unsatisfactory—Poor—Average—Good—Very Good—Excellent  
2. Appropriate length.  
Unsatisfactory—Satisfactory  
3. Harvard referencing in-text and appropriate reference list.  
Unsatisfactory—Poor—Average—Good—Very Good—Excellent  
4. Literature: depth of research (at least 8 cited references)  
Unsatisfactory—Poor—Average—Good—Very Good—Excellent  
5. Validity and reliability of methods used to collect information  
Unsatisfactory—Poor—Average—Good—Very Good—Excellent | 10       |      |

For Specific comments by marker refer to essay attached. %

REFERENCING GUIDELINES

Citing References

1. 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) ...

2. 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)

3. 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

4. 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

5. 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 and 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

6. 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.,


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