

LEEDS BUSINESS SCHOOL

FRONTSHEET FOR IN-COURSE ASSESSMENTS

2020/21 All Delivery Modes FIRST SIT

COURSEWORK

NOTES FOR STUDENTS:

This assessment will comprise 1 component:

MODULE TITLE	Cross Cultural Human Resource Management
Component 1	Essay (Individual)
Weighting	100%
Word count	6000 words +/- 10% excluding appendices and bibliography
Deadline date for submission by students Franchise Partner S1	16 <sup>th</sup> May 2021 23:59
Submission location	via Turnitin on the VLE, Moodle NO paper copy required
Generic feedback and provisional marks provided	Via the VLE within 4 working weeks of submission
Individual feedback and provisional marks provided	Via the VLE within 4 working weeks of submission
Assessors	Jayne Mothersdale & Franchise Partner) & Dr Priya Ramluggun Essoo

Assessment Details

Assignment Brief

Please note the slight difference in word count weighting and assessment criteria weighting – due to marks allocated for academic skills.

Students re-sitting the module should revisit and improve their first sit submission, taking account of feedback.

- ✚ Explain what is meant by CCHRM and the distinct issues involved in managing human resources within the context of increasing globalisation. Support your explanation with relevant theoretical concepts (Word count Weighting 40%)
- ✚ Critically analyse using academic literature, the challenges involved in relation to two of the following topics: Recruitment & Selection; Training & Development; Performance Management; Communication; Leadership for organisations operating in a global environment. (Word count Weighting 30%)

- ✚ In conclusion, evaluate what HR functions and managers can do in those organisations to address the challenges using examples from the literature to support your proposals. (Word count Weighting 30%)

Construct your assignment in 6000 words (+/-10%) (excluding bibliography and appendices) as an essay, using full academic referencing protocols (in text and bibliography) according to the Harvard style. Use sources from the online journals and the online databases (eg Emerald, EBSCO, Sage, Wiley etc, accessed through library online) and other literature. This will enable you to access current research on your chosen topic, to identify articles which are relevant to your work and allow you to present, review and critique the key arguments, issues, and standpoints in the contemporary literature in your chosen area. Literature should be selected from papers published in reputable academic journals.

**Support for the development of your assignment.**

The module tutor will support you in the development of your work, in terms of recommendations on content and focus. The tutor will expect to discuss with each student individually the progress of the work.

You have the option to email the tutor an outline of your chosen topic for your assignment to get feedback. This should include:

- Essay topics
- Plan
- Rationale for choice
- Evidence of research (journal articles etc)
- Examples which you might incorporate
- Structure
- Indicative reference list

Other support available free to you. For help on academic writing, please use Skills for Learning (<http://skillsforlearning.leedsbeckett.ac.uk/>). They have extensive online resources and also run workshops to help you to construct assignments and on referencing.

**Submission requirements:**

**Your assignment should be submitted via Turnitin in My Beckett.**

**Layout:**

- Portrait orientation document
- Font such as Tahoma, Verdana or Calibri.
- Font size minimum of 11

Turnitin is a tool which enables the detection of improper use of electronic written materials by students. You have the opportunity to remove and re-submit your work right up until the deadline and make use of the Turnitin system as a tool for developing your academic writing. Your "Turnitin assignments" on Moodle can be set up so that you can check your assignment yourself as you submit it. This checking is done by creating an "Originality Report". If this report

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shows that there are some problems with your work, such as un-cited quotations, you should be able to make corrections and re-submit the work again before the due date. This is to respect the values of our academic community.

<b>Component 1 will be assessed on the following criteria:</b>		
<b>Assessment Criteria</b>	<b>% Weighting</b>	<b>Learning Outcomes</b>
Knowledge and Understanding  Broader issues of CCHRM	25%	LO1
Argument - Analysis, Synthesis & Evaluation  Critique of the relevant CROSS CULTURAL HRM concepts impacting upon the successful management of International Organisations	40%	LO1 LO2 LO3
Application of concepts to organisations.  Consideration of the Implications for HR managers in an International context to implement appropriate and relevant HR interventions to their sector	25%	LO3
<b><u>Academic skills and competences</u></b>  Clarity, fluency and logical structure and layout of assignment with all work duly referenced in text and a full bibliography	10%	Opportunity to demonstrate academic skills and competences

Detailed guidance on the assessment components is provided in the module handbook and in the VLE.

**All answers should be underpinned by appropriate academic literature wherever applicable.**

**Late submissions will be penalised under the university regulations.**

**Assessment Descriptor for the Essay**

Criterion	Learning Outcomes	PASS						FAIL		
		90-100%	80-89%	70-79%	60-69%	50-59%	40-49%	30-39%	20-29%	Less than 20%
<p><b>Knowledge and Understanding of the Broader issues of HRM</b></p> <p>LO1 25%</p>	<p><b>Explain what is meant by CCHRM and the distinct issues involved in managing human resources within the context of increasing globalisation. Support your explanation with relevant theoretical concepts</b></p>	<p>Superb critical narrative to explain and evaluate CROSS CULTURAL HRM in the context of increasing globalisation supported by an excellent range of theoretical concepts relating to CCHRM and to Globalisation from current literature.</p>	<p>Excellent critical narrative to explain and evaluate CROSS CULTURAL HRM in the context of increasing globalisation supported by a significant range of theoretical concepts relating to CCHRM and to Globalisation from current literature.</p>	<p>Very good critical narrative to explain and evaluate CROSS CULTURAL HRM in the context of increasing globalisation supported by a well selected range of appropriate and current literature.</p>	<p>Good critical narrative to explain and evaluate CROSS CULTURAL HRM in the context of increasing globalisation supported by an appropriate range of literature.</p>	<p>Some evidence of critical narrative to explain and evaluate CROSS CULTURAL HRM in the context of increasing globalisation supported by literature.</p>	<p>Indications of a limited ability to provide critical narrative to explain and evaluate CROSS CULTURAL HRM in the context of increasing globalisation supported by a limited range of literature.</p>	<p>A limited ability to provide critical narrative to explain and evaluate CCROSS CULTURAL HRM in the context of increasing globalisation with little support from the literature.</p>	<p>Very limited ability to provide critical narrative to explain and evaluate CCROSS CULTURAL HRM in the context of increasing globalisation with little support from the literature.</p>	<p>Very little ability to provide critical narrative to explain and evaluate CCROSS CULTURAL HRM in the context of increasing globalisation with no support from the literature.</p>
<p><b>Argument – Analysis, Synthesis and evaluation. Critique of the relevant CCHRM concepts impacting on the successful management of international organisations</b></p> <p>LO1 LO2</p>	<p><b>Critically analyse using academic literature, the challenges involved in relation to two of the following topics: Recruitment &amp; Selection; Training &amp; Development; Performance Management; Communication; Leadership for organisations</b></p>	<p>Superb, thorough and critical analysis of the chosen topics which clearly demonstrates understanding of the contextual and cultural complexities which impact on the successful management of International Organisations</p>	<p>Excellent thorough and critical analysis of the chosen topics which clearly demonstrates understanding of the contextual and cultural complexities which impact on the successful management of International Organisations</p>	<p>Very good critical analysis of the chosen topics which clearly demonstrates understanding of the contextual and cultural complexities which impact on the successful management of International Organisations</p>	<p>Good critical analysis of the chosen topics which clearly demonstrates understanding of the contextual and cultural complexities which impact on the successful management of International Organisations</p>	<p>Some evidence of critical analysis of the chosen topics which clearly demonstrates understanding of the contextual and cultural complexities which impact on the successful management of International Organisations</p>	<p>Some indications of a limited ability to analyse the chosen topics but demonstrates some understanding of the contextual and cultural complexities which impact on the successful management of International Organisations</p>	<p>Signs of an emerging analysis of the chosen topics which demonstrates limited understanding of the contextual and cultural complexities which impact on the successful management of International Organisations</p>	<p>Very poor critical analysis of the chosen topics which clearly demonstrates very limited understanding of the contextual and cultural complexities which impact on the successful management of International Organisations</p>	<p>No critical analysis of the chosen topics which clearly demonstrates no understanding of the contextual and cultural complexities which impact on the successful management of International Organisations</p>

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		PASS						FAIL		
Criterion	Learning Outcomes	90-100%	80-89%	70-79%	60-69%	50-59%	40-49%	30-39%	20-29%	Less than 20%
<b>LO3</b> <b>40%</b>	<i>operating in a global environment.</i>									
<b>Application of concepts to a relevant sector.</b>  <b>Consideration of the implications for HR managers in an international context to implement appropriate and relevant HR interventions</b>  <b>LO3</b> <b>25%</b>	<b><i>In conclusion, critically evaluate what HR functions and managers can do in those organisations to address the challenges using examples from the literature to support your proposals.</i></b>	Superb concluding section demonstrating critical evaluation that results in recommendations linked to bringing about successful implementation of Cross Cultural HRM policy and operations	Excellent concluding section demonstrating critical evaluation that results in recommendations linked to bringing about successful implementation of Cross Cultural HRM policy and operations	Very good concluding section demonstrating critical evaluation that results in recommendations linked to bringing about successful implementation of Cross Cultural HRM policy and operations	Good concluding section demonstrating critical evaluation that results in recommendations linked to bringing about successful implementation of Cross Cultural HRM policy and operations	Adequate concluding section demonstrating limited critical evaluation that results in recommendations linked to bringing about successful implementation of Cross Cultural HRM policy and operations	Limited concluding section demonstrating poor critical evaluation that results in limited relevant recommendations linked to bringing about successful implementation of Cross Cultural HRM policy and operations	Poor concluding section demonstrating very limited evaluation that results in very limited recommendations linked to bringing about successful implementation of Cross Cultural HRM policy and operations	Very poor concluding section demonstrating very little evaluation that results in irrelevant or no recommendations linked to bringing about successful implementation of Cross Cultural HRM policy and operations	No/very poor concluding section demonstrating no evaluation that results in irrelevant or no recommendations linked to bringing about successful implementation of Cross Cultural HRM policy and operations
<b>Academic skills and competences.</b>  <b>Style and presentation, referencing and correctly formatted bibliography.</b>  <b>10%</b>	<b><i>Academic skills and competences. Style and presentation, referencing and correctly formatted bibliography</i></b>	Superb structure and presentation with precise, full and appropriate references and subtle use of language expressing a high degree of thought with clarity and precision to a level appropriate for submission for publication.	Excellent structure and presentation with precise, full and appropriate references and subtle use of language expressing a high degree of thought with clarity and precision to a level appropriate for submission for publication.	Very good structure and presentation with precise, full and appropriate references and subtle use of language expressing a high degree of thought with clarity and precision which furthers and enhances the argument	Good structure and presentation with precise, full and appropriate references with minor or insignificant errors with clear and precise use of language allowing a complex argument to be easily understood and followed	Adequate structure and presentation with good references and minor or insignificant errors or omissions with generally clear use of language sufficient for arguments to be readily understood and followed	Adequate structure and presentation with competent references with some inconsistencies, errors or omissions. Generally understandable use of language but significant errors in expression	Poor structure and presentation with poor references. Contains multiple inconsistencies, errors or omissions with serious errors in the use of language which makes meaning unclear or imprecise	Very poor structure and presentation with very poor references. Contains multiple inconsistencies, errors or omissions with serious errors in the use of language which makes it difficult to understand	Incorrect structure and presentation with incorrect/no references. Contains multiple inconsistencies, errors or omissions with serious errors in the use of language which makes it difficult to understand

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		PASS						FAIL		
Criterion	Learning Outcomes	90-100%	80-89%	70-79%	60-69%	50-59%	40-49%	30-39%	20-29%	Less than 20%
							affecting overall clarity			

Assessment & Reassessment

## 2020/21 SEMESTER 1 FIRST SIT: All Delivery Modes

### ASSESSMENT RATIONALE FOR FIRST SIT AND RESIT

Component 1	Essay
<p>Students undertaking this work as a resit are required to rework their first sit submission, using the feedback they have been given.</p> <p>The assessment requires students to demonstrate their understanding of what is meant by CCHRM, and to identify the challenges facing HR Managers working in a cross-cultural context. They are then required to select two specific aspects of HRM in which to explore the challenges in more detail, leading to a final section of the essay in which they make justified and implementable recommendations to address the challenges. This structured approach requires students to demonstrate knowledge and understanding of the module topic, and to work independently doing their own research and literature searches. They are required to show their academic skills of critical analysis, evaluation and synthesis, and the academic ability to include theory on both cross-cultural issues and HRM specialisms, developing a logical and cohesive argument. The essay should be supported by references to real organisations as well as academic sources. In an increasingly global business environment where students will be likely to work for a global organisation, or in a culturally diverse workforce, and are likely to have management responsibility at some stage, the knowledge and understanding gained from the module should be of both academic and practical value to them and prepare them for their future career.</p>	

#### **Module Learning Outcomes:**

On successful completion of this module students will be able to:

<b>LO1</b>	Understand the issues involved in managing people across cultural boundaries – in the context of globalization, international mergers and alliances and the general internationalisation of business
<b>LO2</b>	Critically evaluate the main theoretical contributions towards understanding different cultures.
<b>LO3</b>	Identify the implications for HR managers of cultural differences and cultural adaptation as a means of competitive advantage.

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### 2020/21 SEMESTER 1 RESIT: All Delivery Modes

#### COURSEWORK

#### NOTES FOR STUDENTS:

**This assessment will be in one component:**

<b>MODULE TITLE</b>	Cross Cultural HRM
<b>Component 1</b>	Essay
<b>Weighting</b>	100%
<b>Word count</b>	6000 words +/- 10% excluding appendices and bibliography
<b>Deadline date for submission by students</b>	TBA
<b>Submission location</b> Franchise Partner S1	via Turnitin on the VLE
<b>Generic feedback and provisional marks provided</b>	Via the VLE within 4 working weeks of submission
<b>Individual feedback and provisional marks provided</b>	Via the VLE within 4 working weeks of submission
<b>Assessors</b>	Jayne Mothersdale & Franchise Partner & Dr Priya Ramluggun Essoo

Students submitting this assessment as a reassessment are required to make good their original submission acting on the summative feedback provided by their tutors.