Examiner's Report

Unit Title   Contemporary Developments in Global HRM

Unit Code   6UGHR

RQF Level   Level 6

Session   November 2022

Comments on Global Cohort Performance

	Comments
Task/Question 1	Better answers discussed those elements of globalisation that had an impact on the HR. Theory was used and applied to the discussion. Weaker answers lacked the application of theory and there was a lack of application of the literature suggesting limited research beyond the study guide.
Task/Question 2	Better answers demonstrated a good understanding of the resourcing and management issues relevant to a cross border merger and focussed the answer through the lens of organisational politics. Weaker answers had a lack of application of the theory and lacked focus upon the question.
Task/Question 3	Better answers discussed local customs and practices within the context of their chosen organisation and therefore were able to provide clear examples of the differences in cultures across varying international borders and how this impacted upon IRHM. Weaker answers lacked an understanding of the subject matter with limited examples drawn from the organisation of choice to support the answer. Application to the question was more limited.
Task/Question 4	Better answers were able to demonstrate a good level of critical discussion to consider how the cross-cultural models enabled managers to how to effectively manage and integrate cross-cultural teams. The organisation of choice was used as the context. Weaker answers tended to give more focus to one model with lack of depth of understanding and application of the model. Answers tended to be more descriptive in nature.
Task/Question 5	Better answers were able to demonstrate how business strategy was developed and link this to HRM. Reference to the academic literature was made to support the discussion. Weaker answers were more descriptive, identifying what business strategy is but then not linking this to HRM. Reference to the literature to support the answer was limited.

Question 1

1. Comments on learners' performance

Globalisation as a topic was well understood, what set apart the better performing candidates was the ability to link this to international management.

2. Recommendations for learners

Read widely to deepen understanding of the aspects of globalisation which impact the management of the organisation. There will be many examples in the academic literature of how organisations have been impacted by various aspects of globalisation.

3. Quick Tips

Provide examples from you chosen organisation to support the discussion.

Question 2

1. Comments on learners' performance

There was a wide spread of marks for this question, ranging from 4 – 15 with more than half of the candidates receiving a mark of 12 or above.

2. Recommendations for learners

Find examples from the literature of other cross border mergers; this will highlight to you the issues that might be relevant should your organisation merge with a competitor.

3. Quick Tips

Set out the terms within a brief introduction.

Question 3

1. Comments on learners' performance

Overall higher average mark was the highest for this question with 80% of candidates achieving a merit mark.

2. Recommendations for learners

Answers are enhanced by including examples of customs and practices which are applicable to your chosen organisation rather than a broad discussion on local customs and practices around the world.

3. Quick Tips

Relate the examples to specific elements of IHRM.

Question 4

1. Comments on learners' performance

Highest marks across the whole paper were awarded for this question with 45% of students achieving a mark in the distinction boundary which brought the overall average for this question higher.

2. Recommendations for learners

Ensure that you read the question fully. This question states that two models must be discussed.

3. Quick Tips

Provide a brief overview of the models and then apply to the question.

Question 5

1. Comments on learners' performance

Whilst the majority of candidates achieved merit mark for this question, there was only 11% of candidates who achieved a distinction.

2. Recommendations for learners

Avoid overly descriptive answers, avoid presently lengthy overviews of the terms, application and critical evaluation is required.

3. Quick Tips

Read from high quality IHRM focussed resources in developing your answers.