

Research Methods

Lecture Title:

Finding and Reviewing Literature

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**Masters in
Human Resources Management**

Lecture Outline

- Why read, when to read and what to read
- Different types of literature
- Searching for and finding appropriate literature and information sources
- Literature searching: starting from books and other projects
- Finding other sources of information
- Reading the literature and making notes
- The structure of the literature review
- Referencing and citations



Why Do a Literature Review?

- Shows how your project connects to **theory, policy and practice** in HR
- Helps you see what has already been studied and where **gaps in knowledge** remain
- Gives you confidence that enough material exists to support your project
- Helps you shape and refine your **research question and ideas**
- Broadens your understanding of the topic and highlights key issues to consider



What You Gain from Reading

- Learn how others have **researched similar problems** and what methods they used
- Collect ideas on how to **analyse and make sense of your data**
- **Find helpful published data** (*for example: performance numbers, company case studies, or HR policies*)
- Strengthen the **quality of your sources and analysis**, which is central to assessment
- Reading widely makes your project more **credible, relevant and insightful**



When Should You Start Reading?

- Start reading early — as soon as you have ideas for your topic
- Helps you decide what's relevant and what to focus on
- Shows if there are enough good articles to support your project
- Reading helps you shape your research questions and understand key issues



Reading Is Ongoing Throughout Your Project

- HR research changes often — keep checking for new articles
- Reading supports every stage of your project, not just the beginning
- You'll need to:
 - Search for useful sources
 - Read and take notes
 - Write your literature review
 - Improve your research questions
 - Plan your research steps
- New ideas may come from your participants — keep reading as your project develops



What Is “The Literature”?

- The literature includes **books, reports, articles, statistics** and other written materials
- Some are published (e.g. books, journals), others are unpublished (e.g. internal reports, dissertations)
- Always check that your sources are **credible** — avoid websites with no author or background
- You can divide the literature into four main types:



Four Types of Literature Sources

- **Primary sources:** Internal documents from the organisation you are studying (e.g. reports, emails)
- **Grey literature:** Public documents not published commercially (e.g. company reports, government papers, dissertations)
- **Online-only sources:** Internet materials — be careful with quality and authorship
- **Published sources:** Books, journal articles, newspaper features and teaching materials like textbooks and case studies



Where Can HR Students Find Useful Information?

- **News and media:** Articles from newspapers and business magazines
- **Trade and professional journals:** e.g. *People Management*, *Personnel Today*, *HR Grapevine*
- **HR textbooks:** Introduce key ideas like motivation, wellbeing and job satisfaction
- **Specialist websites:** e.g. *Global Employee Engagement Index* for current data and trends



Academic and Professional Sources

- **Academic journals:** e.g. *HRM Journal*, *Personnel Review*, *British Journal of Management*
- These offer:
 - Carefully researched articles
 - Literature reviews
 - Reference lists for further reading
- **Professional bodies:** e.g. *CIPD (UK)*, *ANDRH (France)*
 - Provide reports, surveys and expert insights



Other Helpful Sources

- **Student dissertations or project reports**
 - Useful for ideas and structure
 - Must be used carefully to avoid plagiarism
- **Grey literature:** e.g. company reports, government papers, factsheets
- **Online sources:** Use only if the author is clear and the site is trustworthy

How to Judge the Value of Sources

- **Think about the audience** — who was the source written for?
- **News articles and blogs**
 - Easy to read but often basic
 - May miss deeper analysis or research details
- **Trade and professional journals**
 - Useful but may focus on positive stories or large organisations
- **Academic journal articles**
 - Harder to read but more detailed and reliable
 - Help you think critically and explore deeper causes and issues



Key Questions to Start Your Literature Review (Hart, 2018)

- “What research and theory is there on my topic?”
- “What are the main theories and who are the main researchers in this area?”
- “What is the ‘history’ or chronological development of the issue or topic?”
- “What are the latest debates?”

● These questions help you understand what is already known and where your project fits.

Going Deeper into the Literature (*Hart, 2018*)

- “How has the topic or issue been defined?”
 - “From which countries is the main evidence base?”
 - “Where do authors and researchers agree and disagree?”
 - “What are the areas where not much is known?”
- Use these questions to shape your research focus and spot gaps or debates.



Searching Effectively

“An effective literature search and selection process is essential” (*Hart, 2018*).

- Don't rely only on books or internet searches.
- Start with your academic library — use keyword searches to find books, journals, theses and dissertations.
- Follow up on useful references and use inter-library loans if needed.



Finding sources of information

Library and Shared Resources

- Use nearby university libraries if possible
- Ask about e-books, databases and VPN access
- Inter-library loans can provide extra books/articles



Professional and Online Sources

- CIPD and ANDRH offer HR reports and surveys
- Use trusted online tools: Google Scholar, ResearchGate, CORE
- Start with focused searches, broaden only if needed



Smart Access Tips

- Always check for institutional login options (Shibboleth, Athens)
- **These are systems that allow students to access academic articles, journals and e-books** — often for free — by proving you belong to a university or study centre.
- Try avoid paying for articles — use free or open-access versions
- Keep track of useful references for your project



Seven Steps to an Electronic Literature Search *(Adapted from Quinton & Smallbone, 2011)*

- **Identify keywords** – Choose important words related to your topic
- **Define the limits** – Set boundaries (e.g. date, country, language)
- **Target useful databases** – Focus on trusted academic sources
- **Enter search terms and strings** – Use combinations of keywords to improve results
- **Record your results** – Keep notes on useful articles and where you found them
- **Review search terms** – Change keywords if results are too broad or too narrow
- **Record referencing information carefully** – Save full details for your reference list



Step 1: Identify Keywords

- Think about your topic and related ideas
- Use dictionaries or encyclopaedias to build a list
- Aim for **6–10 keywords**
- Combine keywords in different ways ('strings')
- Check abstracts of journal articles for extra keywords



Step 2: Define the Limits

- Add terms like “**HR**” or “**human resources**” to avoid unrelated results
- Decide if you want to limit by:
 - **Country** (e.g. UK)
 - **Time period** (e.g. last 5 years)
- Narrowing limits helps keep your search relevant



3. Target Useful Databases

- Ask your tutor which databases are best for HR topics
- Use academic databases and journal collections if available
- Some databases are **sector-specific** (e.g. *Retail Analysis*)
- If remote access is possible, check if you need a **VPN** or login details



Useful Databases for HR Research

Database	What It Offers
ABI/INFORM	Full-text journals, business press, dissertations, market reports (general business)
EBSCO	Wide range of journals, trade publications, company profiles (CIPD members get extras)
Emerald	HR-focused journals from MCB Press (abstracts or full text)
Euromonitor	Industry trends and strategic analysis (good for company context)
Google Scholar	Free access to academic papers, theses, books (use date filters)
ISI Web of Knowledge	Access to Thomson Scientific products and conference papers
JSTOR	Archive of 1,000+ academic journals (not-for-profit)
Nexis	Company news, financial data, newspapers
Sage Journals	Strong in research methods, business, social sciences
Scopus	Abstracts and citations from 36,000 titles (wide subject coverage)



4. Enter Search Terms

- Use **keywords** (main ideas of your topic)
- Combine keywords with **AND, OR, NOT**
 - Example: *training AND performance*
- Use *truncation* (*) to find word families
 - Example: *develop* → development, developing, developmental
- Use **wildcards (?)** for spelling differences
 - Example: *organi?ation* → organisation, organization
- **Subscription Access**
- Different libraries have different subscriptions
- Always choose “**subscribed titles**” or “**subscribed content**”
- This avoids frustration when articles are locked



Why Record Results?

Helps you track your search process

- Useful for discussion with your supervisor
- Forms part of your **literature review chapter**
- Saves time when writing later

Good Practice

- Write down:
 - Database used
 - Search strings tried
 - Number of results found

Keep a simple table or log for clarity



Example Search Log

Database	Search String	Filters	Results	Notes
Scopus	"training AND performance"	After 2015, English	120	Many SME studies
EBSCO	"human resource* AND SMEs"	Full text only	45	Useful case studies



5. Review Your Search Terms

- **Check for missing words**

Have you left out any important keywords that could help you find more useful sources?

- **Look at your results**

Are you getting too many articles or too few? Adjust your search terms to balance this.

- **Learn from key articles**

Review the keywords used in the main articles you have already found. They may give you new ideas.

- **Talk to your supervisor**

Discuss your search terms with your supervisor to make sure you are on the right track.



6. Record Referencing Information Carefully

- **Keep good records**

Save all details of your sources early. This avoids stress later when writing your reference list.

- **Use software tools**

EndNote, Reference Manager, RefWorks

Free tools online: Zotero, Mendeley

- **If short on time**

Create a simple table in Word or Excel to track author, title, year and source.

- **Save articles wisely**

Store on USB, Dropbox, or Google Drive

Email to yourself for easy printing later

- **If full text is missing**

Ask your library or another library

CIPD members: check the CIPD resources section



Applying the Seven Steps to HR Research

- **Step 1: Define your topic**
- *Student's topic:* “How does remote work affect employee engagement in multinational companies?”
- *Tip:* Encourage students to clarify key terms: What counts as “remote work”? What is “employee engagement”?
- **Step 2: Identify keywords and synonyms**
- *Keywords:* remote work, telecommuting, hybrid work, employee engagement, motivation, productivity, multinational companies, global workforce
- Brainstorm synonyms or related terms using a concept map.



Applying the Seven Steps to HR Research

- **Step 3: Choose appropriate databases**
- *Examples:* Business Source Complete, Emerald Insight, Scopus, Google Scholar
- *Tip:* Start with university library databases and filter for peer-reviewed articles.
- **Step 4: Use search techniques**
- *Boolean operators:*
 - "remote work" AND "employee engagement"
 - "telecommuting" OR "hybrid work"
 - "multinational companies" AND "employee motivation"
- *Tip:* Demonstrate live searches using quotation marks, truncation (e.g., engag*), and filters.



- **Step 5: Review and refine your search**
- *Example:* If results are too broad, add more specific terms like “post-COVID” or “knowledge workers.”
- *Activity idea:* Reflect: Are the results relevant? What needs adjusting?
- **Step 6: Record your search process**
- *Tip:* Keep a search log: database used, keywords, filters, number of results.
- *Tool:* Provide a simple table or worksheet for tracking.
- **Step 7: Evaluate and select sources**
- *Criteria:* Relevance, credibility, publication date, methodology
- *Example:* Prefer recent studies (2020–2025) from reputable journals in HR or organisational psychology.



Internet Sources for HRM Research

- *Beyond journals: finding reliable information online*

Why Look Beyond Journals?

- Millions of documents stored online
- Formats: text, sound, photos, cartoons, videos
- Helps broaden your research base
- Useful for applied HRM topics



Specialist HR Gateways

- Examples of trusted HR websites:
- Chartered Institute of Personnel and Development – www.cipd.co.uk
- Institute for Employment Studies – www.employment-studies.co.uk
- Society for Human Resource Management (USA) – www.shrm.org
- UFHRD – www.ufhrd.co.uk
- Work Foundation – www.theworkfoundation.com
- Workplace Innovation Europe – workplaceinnovation.eu
- Henley Business School – www.henley.ac.uk/world-of-work



Official Publications

- Sources for government and legal information:
- ACAS – www.acas.org.uk
- The British Library – www.bl.uk
- UK Government Departments –
www.gov.uk/government/organisations
- UK Legislation – www.legislation.gov.uk
- National Archives – www.nationalarchives.gov.uk



Company Information

Where to find company data:

- Annual Reports (CAROL) – www.annualreports.com
- Companies House – www.gov.uk/companies-house
- Corporate Information – www.corporateinformation.com
- Financial Times – www.ft.com
- Fortune 500 – fortune.com/global500
- FTSE International – londonstockexchange.com/ftse-100
- ORBIS – bvdinfo.com/Orbis



Country Information

Useful for international HRM projects:

- CIA World Factbook – www.cia.gov/the-world-factbook
- IMF Country Reports – www.imf.org/en/Countries
- Mondaq – mondaq.com
- World Economic Forum – www.weforum.org



International HRM Sites

- Association for Talent Development – www.td.org
- Eurofound – www.eurofound.europa.eu
- IFTDO – www.iftdo.net
- WFPMA – www.wfpma.com



Types of Sources (Quinton & Smallbone, 2011)

- **Media** – newspapers, The Economist
- **Practitioner** – People Management, HR Grapevine
- **Government** – labour market figures, statistics
- **Commercial** – market reports
- **Company** – reports, press releases, websites
- **Academic** – books, journal articles



Key Takeaway

- Use a **mix of sources** for breadth and depth
- Always check **credibility and relevance**
- Combine **academic and practitioner insights**
- Helps connect **theory to practice** in HRM



What is Cited Reference Searching?

A way to track how key authors' work has been used over time

- Helps you follow the **development of ideas** in your topic area
- Shows how “big ideas” are applied by later researchers

Why Use It?

- Avoids feeling overwhelmed by too many sources
- Focuses on **two or three important authors**
- Reveals the influence and impact of their work
- Helps identify **key debates and trends**

How to Do It

- Choose leading authors in your topic area
- Search for articles that **cite their work**
- Read those articles to see how ideas have been developed
- Build a picture of the **knowledge journey**

Benefits

- Sharpens your literature review
- Highlights **important contributions** and research gaps
- Strengthens your own research by linking to established work



Evaluating Your Sources

How to judge the quality of online information

Why Evaluate?

- Internet offers **volume and variety**
- But no built-in **quality assurance**
- Many sources are **out-of-date or poor quality**
- Careful evaluation saves time and improves research

Key Questions (1)

- 📅 **Date** – When was it written? Is it current?
- ↻ **Updates** – When was it last revised? By whom?
- 👤 **Author/Organisation** – Are they clearly identified?
What are their credentials?

Key Questions

- Key Questions (2)
- 💰 **Funding/Sponsorship** – Who paid for it? Any bias?
- 📄 **References** – Are sources clearly listed?
- 🧪 **Methodology** – If research, is the method explained?
- Key Questions (3)
- 📝 **Editorial Process** – Has it been reviewed or edited? By whom?
- 📚 **Critiques/References** – Has it been cited by academics?
- 📢 **Advertising Links** – Is marketing mixed with the information?

Practical Tip

Use these checks as a **quick filter**

- Keep only sources that are:
 - **Current**
 - **Credible**
 - **Relevant**

This makes your literature review **stronger and more reliable**



Reading the Literature and Making Notes

Why It Matters

- Finding sources is only the **first step**
- Reading and note-taking help you **understand and organise ideas**
- Prevents feeling overwhelmed by too much material

Effective Reading

- 📌 **Skim first** – look at abstracts, headings, conclusions
- 📌 **Scan for relevance** – check if the source fits your topic
- 📌 **Read in depth** – focus on key arguments, evidence, and methods

Making Notes

- ✍️ Write in **your own words**
- ✍️ Record **key points, quotes and page numbers**
- ✍️ Note **strengths and weaknesses** of the source
- ✍️ Keep notes **organised by theme or question**

Practical Tips

- Use a **consistent format** (tables, mind maps, or bullet points)
- Highlight **links between sources**
- Summarise each source in **2–3 sentences**
- Review notes regularly to spot **patterns and gaps**

Key Takeaway

- Good reading and note-taking = **clearer thinking**
- Helps build a **strong literature review**
- Saves time when writing your dissertation or report



Just-in-Time Reading: Key Strategies 1

- **Preparing Your System**
- Decide on a **note-taking method** (cards, Word docs, sticky notes, A4 paper, photocopies).
- Record **author, title, source details** + where saved (PDF, laptop folder).
- Consider using **referencing software** early.



Just-in-Time Reading: Key Strategies 2

- **Speed Reading Essentials**
- **Books:** Focus on introduction + conclusion chapters.
- **Articles:** Read abstract/executive summary + conclusion.
- **Reports:** Use contents page + index.
- Skim first/last sentences of paragraphs for key ideas.
- Use **search/find function** for keywords.



Just-in-Time Reading: Key Strategies 3

- **Making Effective Notes**
- Capture **main points + methods** (interviews, surveys, context).
- Note if the work is **foundational** (theory-building, widely cited).
- Copy **quotations with page numbers** for referencing.
- Track **follow-up sources** (author, title, publisher, date).



Just-in-Time Reading: Key Strategies 4

- **Deepening When Needed**
- Prioritise sources for **thorough reading** later.
- Keep clear records so retrieval is quick.
- Balance speed with depth: skim broadly, dive deep into key texts.



Literature Review: Evaluation & Analysis

Main Purposes

- **Examine the context** of the problem or issue.
- **Identify concepts, issues and methods** of enquiry.
- **Devise a framework** for analysing your data.
- **Position the investigation** to show its value.



Literature Review: Evaluation & Analysis

- **Examining the Context**
- Look beyond immediate organisational priorities.
- Understand wider influences on your topic.
- Show why your project matters in HR more generally.



Literature Review: Evaluation & Analysis

- **Concepts, Issues & Methods**
- Identify key ideas and approaches.
- Decide what data you need to collect.
- Note methods used in past studies (e.g. surveys, interviews).



Literature Review: Evaluation & Analysis

- **Framework & Positioning**
- Use literature to build a framework for data analysis.
- Adapt existing frameworks or create your own.
- Show how your research adds value:
 - **Practical** → for the organisation or sector.
 - **Academic** → by offering new perspectives.



Filtering & Categorising What You Read

Why Filter and Categorise?

- First step to becoming an **analyst**, not just a note-taker.
- Helps avoid writing too descriptively.
- Makes the literature review easier to manage.



How to Filter

Sort material into levels of importance:

- Vital
- Very relevant & interesting
- Interesting but less relevant
- Not useful



How to Categorise

Create **initial categories**:

- By topic, issue, concept
- Chronologically
- By point of view

Add **subcategories**:

- By source type
- By business sector
- By research method



Literature Review – What Not To Do

Common Mistakes (Brown, 2006; Hart, 2018)

- Leave out **important publications**.
- Discuss ideas without proper **citations**.
- Be **boring, descriptive or uncritical**.
- Use **pretentious, informal or jargon-filled language**.
- Rely on **long quotations** or too few authors.
- Overuse “**as cited in**” – read the original texts.
- Cite articles you have **not read**.
- Include tables/diagrams that add **no value** or lack references.



What You Should Do

- Include both **supporting and opposing views**.
- Identify and discuss **key sources**.
- Define **key concepts and terms** clearly.
- Use **up-to-date material** wherever possible.
- Make explicit the **values and theories** behind the work.



Critical Reading & Writing

- Distinguish between **facts and opinions**.
- Discuss sources in light of **existing critiques**.
- Relate readings to each other – note **similarities, contradictions, tensions**.
- Support arguments with **reasoned explanations**.
- Write in an **objective, impersonal style**:
 - Use “authors argue that...” or “another perspective is offered by...”
 - Avoid “should”, “must”, “obviously wrong”



Structuring Your Review

- Organise material effectively – don't just list facts.
- Re-order and select what is **most important**.
- Present sources in a way that is **relevant to your investigation**.
- Aim to add **value** by showing analysis, not just description.



Structure of the Literature Review

- **Choose sources carefully** → include only those that help meet the purposes of the review.
- **Connect to your project** → the review should feed into later sections, not just “tick a box”.
- **Include key theories** → show awareness of important academic frameworks.
- **Stay up to date** → balance **classic references** with **recent studies**.
- **Be critical** → assess strengths, weaknesses, gaps, and possible bias in previous work.



Planning the Literature Review

- After reading widely, use a **mind map** to plan your review (Alias & Suradi (2008)).
- A **concept map** can also help:
 - Shows relationships between ideas and concepts.
 - Plots how one feature may cause or influence another.
 - Highlights practices that lead to certain outcomes.
- These visual tools make it easier to organise your thinking and structure your review.



Structure of a Literature Review

Introduction

- Outline the topic and purpose of the review.
- Explain why the subject is important.

Main Body

- Present what is already known.
- Group sources by themes, concepts, or chronology.
- Compare and contrast different authors' views.
- Highlight strengths, weaknesses, and gaps in existing work.

Conclusion

- Summarise key insights.
- Show how the review links to your research project.
- Indicate how your study will add value.



Referencing and Citations

- Shows what you have **read and used** in your project.
- Gives you **credit** for engaging with academic sources.
- Helps tutors see how your ideas are **supported by evidence**.
- Reduces the risk of **plagiarism**.
- Follow the **referencing rules referred throughout this module's lectures**.
- Always cite clearly: author, year, page (if direct quote).



Reference Management – Harvard Style

Why Keep Records?

- Avoid wasted time searching for missing details.
- Ensure you can **credit sources properly**.
- Prevent plagiarism.
- Make writing your report smoother.



How to Keep Records

- Manual record (notebook, spreadsheet, Word table).
- Word processor tools (auto-bibliography functions).
- Reference management software:
 - **EndNote, Mendeley, Bookends (Mac).**
- Software imports references, sorts them, and generates bibliographies automatically.



Key Referencing Rules

- Always **acknowledge others' work** (not just quotes).
- Give enough detail so readers can **find the source**.
- Read the **original source** before citing.
- Keep layout and punctuation **consistent**.
- Adapt nearest style for unusual sources (blogs, emails, media clips).
- Follow **your tutor's guidance** – they set the marking rules.

Harvard Style Basics

- Uses **author surname + year** in the text.
- Example: *Smith (2020) argues that...* or *(Smith, 2020).*
- Full reference list at the end:
 - **Book** → Smith, J. (2020) *Human Resource Management*. London: Routledge.
 - **Journal article** → Brown, L. (2018) 'Coach well or risk productivity', *People Management*, 24(3), pp. 45–52.
- No footnotes or numbering system



More Harvard Referencing Examples

Books

- **Single author:** Smith, J. (2020) *Human Resource Management*. London: Routledge.
- **Two authors:** Brown, L. and Green, P. (2019) *Organisational Behaviour*. Oxford: Oxford University Press.
- **Three or more authors:** Johnson, R., White, T. and Black, S. (2018) *Research Methods in HRM*. Cambridge: Cambridge University Press.

👉 If more than three authors, list them all in the reference list.
In-text, you can use *Johnson et al. (2018)*.

Book Chapter in Edited Book

- Grey, M. (2017) 'Employee engagement in practice', in Brown, L. and Green, P. (eds.) *Contemporary HRM*. London: Sage, pp. 45–62.

Websites

- CIPD (2021) *Flexible working practices*. Available at: <https://www.cipd.co.uk/flexible-working> (Accessed: 4 December 2025).

Reports

- World Health Organization (2020) *Mental health in the workplace*. Geneva: WHO.

Conference Paper

- Taylor, K. (2019) 'HR analytics in small firms', *Proceedings of the European HRM Conference*, Lisbon, 12–14 June.

Other Sources

- **Newspaper article:** Jones, A. (2022) 'Why coaching matters in business', *The Guardian*, 15 March, p. 12.
- **Blog post:** Patel, R. (2021) *HR trends for 2022*. Available at: <https://hrblog.com/trends2022> (Accessed: 4 December 2025).
- **Email (personal communication):** Smith, J. (2025) Email to Mary Copilot, 2 November.
- 🖐️ These examples show how Harvard style adapts across different resource types.

Harvard Referencing – Do vs Don't

-  **Do (Correct Harvard Style)**
- *In-text citation:*
 - Smith (2020) argues that HRM is changing.
 - Coaching is useful in change management (Brown, 2018).
- *Reference list:*
 - Smith, J. (2020) *Human Resource Management*. London: Routledge.
 - Brown, L. (2018) 'Coach well or risk productivity', *People Management*, 24(3), pp. 45–52.
 - Grey, M. (2017) 'Employee engagement in practice', in Brown, L. and Green, P. (eds.) *Contemporary HRM*. London: Sage, pp. 45–62.

Don't (Incorrect Examples)

- “HRM is obviously wrong” – no citation.
- Smith, J. HRM Book – missing year, publisher, italics.
- Brown, L. (2018) *As cited in Jones* – over-reliance on secondary sources.
- Long block quotes copied without page numbers.
- Inconsistent punctuation: Smith, J (2020); Smith J., 2020.

Citing References in the Text – Harvard Style

Single and Two Authors

- **Single author:**
 - (Jones, 2018)
 - Jones (2018) shows that...
- **Two authors:**
 - (Jones and Brown, 2017)
 - Jones and Brown (2017) highlight...

- **More Than Two Authors**
- **Three authors (first time):**
 - Smith, Jones and Brown (2019) argue that...
 - (Smith, Jones and Brown, 2019)
- **Later citations:**
 - Smith et al. (2019) suggest...
 - (Smith et al., 2019)
- **Six or more authors:**
 - Always use first author + *et al.*
 - Example: (Taylor et al., 2020)

Special Cases

- **Secondary reference** (you did not read the original):
 - (Brown, 2019, cited in Smith, 2015, p. 27)
 - Brown (2019), cited in Smith (2015, p. 27), found...
- **Corporate author:**
 - First time: (Chartered Institute of Personnel and Development [CIPD], 2018)
 - Later: (CIPD, 2019)

No Named Author

- Use first two or three words of the title + year.
- Example: ('Call to stop', 2018) argues that alcohol misuse is rising.
- Or: Alcohol Concern ('Call to stop', 2018) propose...

Using Quotations (Harvard Style)

- Put direct quotes in ‘**quotation marks**’.
- Always include **page number** after the year.
- Example:
 - Mavin and Grandy (2018, p. 4) define self-care as ‘an aspect of corporate moderate feminism where women take “proper” care of themselves as valuable, competent and deserving leaders’.



References vs Bibliography

- **Reference list** → only sources you cited in your text.
- **Bibliography** → everything you read or used, even if not cited.
- Both should:
 - Give **full details** of each source.
 - Be in **alphabetical order**.
- According to the Academy's Guidelines for Masters Dissertation



Referencing Key Details in Harvard Style

- Author's surname and initials.
- Year of publication.
- Title of book/article/report.
- Place of publication and publisher (Harvard requires this).
- Journal name, volume/issue, page numbers.
- For online sources → add **Retrieved from [URL]**.



Referencing Examples in Harvard Style

- **Print book:** Edwards, M.R. and Edwards, K. (2019) *Predictive HR Analytics: Mastering the HR Metric*. London: Kogan Page.
- **Electronic book:** Bratton, J. and Gold, J. (2017) *Human Resource Management: Theory and Practice*. Retrieved from <https://www.dawsonera.com/readonline/9781137586681>
- **Edited book:** Wilkinson, A. and Johnstone, S. (eds.) (2017) *Encyclopaedia of Human Resource Management*. Cheltenham: Edward Elgar.
- **Chapter in edited book:** Lain, D. (2017) 'Employment of workers age over 65: The importance of policy context', in Parry, E. and McCarthy, J. (eds.) *The Palgrave Handbook of Age, Diversity and Work*. London: Palgrave Macmillan, pp. 475–497.

More Examples

- **Journal article:** Stead, V. and Elliott, C. (2018) 'Constructing women's leadership representation in the UK press during a time of financial crisis: Gender capitals and dialectical tensions', *Organization Studies*, 39(1), pp. 19–45.
- **Report (online only):** Chartered Institute of Personnel and Development (CIPD) (2019) *Megatrends: Flexible working*. Retrieved from <https://www.cipd.co.uk/knowledge/work/trends/megatrends/flexible-working>
- **Podcast:** Chartered Institute of Personnel and Development (2018, 6 November) *Are robots stealing our jobs?* [Podcast]. Retrieved from <https://www.cipd.co.uk/podcasts/digital-transformation>
- **Blog post:** Martinez, G. (2019, 5 February) 'How to excel as a young woman entering the workforce today' [Web log message]. Retrieved from <http://womenofhr.com/how-to-excel-as-a-young-woman-entering-the-workforce-today/>
- **Intranet document:** Davies, R. (2018) *Internationalisation Strategy 2016–21*. Unpublished intranet document, University of Newcastle.
- **Personal communication (not recoverable):** Smith, J. (2025) Interview with author, 2 November. [Cited in text only as personal communication].

Thank you
for
your
attention!

