BUS 850

Management of People at Work

S1 Evening 2014

Dept of Marketing and Management

Contents

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General Information

Unit convenor and teaching staff
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Mondays from 3pm to 4 pm or by appointment

Credit points
4

Prerequisites
BUS651 or MKTG696 or admission to MIntRel or MBiotech or admission to MCom or MIntBus
or MEc or MActPrac prior to 2011

Corequisites

Co-badged status

Unit description
This unit provides students with contemporary knowledge and skills concerning the effective
management of people at work. The unit reviews the key systems required for organisations
to effectively manage their people in the context of their overall business strategy and the
allied managerial skills required for successful implementation. A particular focus of this unit is
the requirement for students to critically evaluate real organisational practices against
contemporary theory as well as long established principles.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are
available at https://www.mq.edu.au/study/calendar-of-dates

Learning Outcomes

On successful completion of this unit, you will be able to:

Explain the elements of strategic thinking that drive appropriate systems and methods for
managing people effectively at work

Identify key strategic areas of HR practice and their potential contribution to the success of the organisation

Apply alternative techniques and practices in key strategic HR areas

Analyse an organisation's accountabilities in different areas of HR

Critically evaluate the usefulness of various HR practices and how they might improve the effectiveness of HR in organisations that they work for

Develop concrete, proactive and reflective approaches in order to become an informed and critical consumer of HR products (e.g. consultancy or recruitment services)

Assessment Tasks

Name	Weighting	Due
1. Early-term in class test	10%	02 April 2014 (Week 5)
Group presentation	20%	As per agreed schedule
Essay	30%	30 April 2014 (Week 7)
Final examination	40%	TBA

1. Early-term in class test

Due: **02 April 2014 (Week 5)**
Weighting: **10%**

Students will be provided with a peer-reviewed journal article prior to the test. The test will include short answer questions generated on the basis of the given article. Students are expected to demonstrate knowledge of main HRM theoretical concepts and models and their applications to practice (based on the textbook materials, case studies, lectures and class discussions). Short answers will be assessed for clear and argumentative academic writing.

Extensions/Penalties

No supplementary tests will be performed unless special consideration applications are approved.

On successful completion you will be able to:

- Explain the elements of strategic thinking that drive appropriate systems and methods for managing people effectively at work
- Identify key strategic areas of HR practice and their potential contribution to the success

of the organisation

- Apply alternative techniques and practices in key strategic HR areas

Group presentation

Due: **As per agreed schedule**
Weighting: **20%**

Groups are to present an assigned topic in a nominated company.

Groups are formed and allocated to their topic and presentation date in week 2. Each group is required to present an overview of the particular HRM practices and associated issues pertaining to their nominated organisation.

The groups assume the position of an external management consulting firm hired to research the organisation's HRM practices and their strategic implementations and provide professional recommendations. Each group will follow the same delivery template:

· General overview of the company's activities

· Theoretical underpinnings of the particular HR practice (i.e. performance management)

· Brief analysis of the strategic choices of the company

· Overview of the general HR practices in the researched company with a strong emphasis on the designated HRM practice.

· Analysis of the strengths and weaknesses of the designated HRM practice in the researched organisation including relationship between HRM practices and strategic choices

· Recommendations for the organisation

The time limit for the presentation is 15 min. It is to be followed by 10-15 min. Q & A session.

The presentation will require students *to critically analyse* the SHRM issues in their designated company using the academic literature from a variety of sources. The group's recommendations are expected to demonstrate advanced knowledge of SHRM theory and its application to the real cases.

Detailed assessment criteria are outlined in Presentation Marking Sheet (to be provided in week3).

Extensions/penalties

No extensions will be granted. Requests to postpone/rearrange time of presentations' delivery

will be accepted no later than a week prior to a scheduled presentation. A penalty of 5% of the

awarded mark will apply for each complete 24 hours period that the presentation is late unless

the application for special consideration for *each group member* is approved.

On successful completion you will be able to:
- Explain the elements of strategic thinking that drive appropriate systems and methods for managing people effectively at work
- Identify key strategic areas of HR practice and their potential contribution to the success of the organisation
- Apply alternative techniques and practices in key strategic HR areas
- Analyse an organisation's accountabilities in different areas of HR
- Critically evaluate the usefulness of various HR practices and how they might improve the effectiveness of HR in organisations that they work for
- Develop concrete, proactive and reflective approaches in order to become an informed and critical consumer of HR products (e.g. consultancy or recruitment services)

Essay

Due: **30 April 2014 (Week 7)**
Weighting: **30%**

This individually written essay allows students to critically analyse current SHRM theories and provide examples of their practical applications. The essay aims at assisting students in developing and demonstrating postgraduate level research skills including critical analysis and academic writing. The word limit of the essay is 2500 words.

Assessment criteria is outlined in essay marking rubric.

Extensions/penalties

No extensions will be granted. Late assignments will be accepted up to 72 hours after the submission deadline. A penalty of 20% of the awarded mark will apply for each complete 24 hours period that the submission is late unless the application for special consideration is approved.

On successful completion you will be able to:
- Explain the elements of strategic thinking that drive appropriate systems and methods for managing people effectively at work
- Identify key strategic areas of HR practice and their potential contribution to the success of the organisation
- Apply alternative techniques and practices in key strategic HR areas
- Analyse an organisation's accountabilities in different areas of HR
- Critically evaluate the usefulness of various HR practices and how they might improve

the effectiveness of HR in organisations that they work for

Final examination

Due: **TBA**
Weighting: **40%**

A two hour exam will be held during the university exam period. Students will be required to answer both short essay questions and short answer questions. As a guide, essay responses are expected to be a minimum of 2 pages in length. Students will be assessed on their ability to analyse and argue the relevance and application of HRM principles in key areas of practice to particular company contexts.

Students are expected to present themselves for examination at the time and place designated in the University Examination Timetable. Documented illness or unavoidable disruption are the only exceptions when students can apply for Special Consideration. Consult Final Examination Policy for further details.

On successful completion you will be able to:
- Explain the elements of strategic thinking that drive appropriate systems and methods for managing people effectively at work
- Identify key strategic areas of HR practice and their potential contribution to the success of the organisation
- Apply alternative techniques and practices in key strategic HR areas
- Analyse an organisation's accountabilities in different areas of HR
- Critically evaluate the usefulness of various HR practices and how they might improve the effectiveness of HR in organisations that they work for
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Delivery and Resources

Classes, Teaching and Learning Activities

- Number and length of classes: 3 hours face-to-face teaching per week, consisting of 1 x 3 hour lecture combined with group case study presentation and class discussions.

- The timetable for classes can be found on the University web site at:http://www.timetables.mq.edu.au/

- Delivery of classes will be performed in the interactive workshop format to maximise

learning opportunities. Lectures will consist of substantial discussion, question and answers, brainstorming and group focus activities.

Students' Responsibility for Learning

- Students are expected to take responsibility for their learning by reading the relevant chapter in the textbook or other compulsory readings where indicated.

- Students are expected to read and research each topic in advance, participate in class and tutorial discussions and maintain a strong interest in current issues and changes in HRM.

Attendance

- Please note that while there is no mark for attendance, students are expected to attend all weekly classes, unless excused. Given the nature of this course, attendance should be considered mandatory.
- Attendance will be taken in the weekly classes. Medical certificates must be provided if you are not able to attend a class.
- Warning: Failure to do so may affect your learning outcomes and performance in this Unit.

Class ethics

- Students are expected to arrive on time, and not to leave until the class ends.
- Students must be quiet during classes, unless of course when class participation is required.
- Mobile phone must be turned OFF. Students who disturb or disrupt in class will be asked to leave.

Late Submission of Assessment Tasks

No extensions will be granted. Late tasks will be accepted up to 72 hours after the submission deadline. There will be a deduction of 20% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 40% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved

Resources

Required and Recommended Texts and/or Materials

Recommended textbook for this subject (available from Co-Op Bookshop) is:

Kramar, R., Bartram, T. & De Cieri, H. et al. (2013) *Human Resource Management in Australia: Strategy, People, Performance* (5th Edition).

Journals recommended for HRM study include:

- Academy of Management Journal

- Asia Pacific Journal of Human Resources

- Harvard Business Review

- Human Resource Management Journal

- Journal of Industrial Relations

- Work, Employment and Society

- International Journal of Human Resource Management

- Personnel Management

- Personnel Review

- Labour & Industry

Strongly recommended books which cover a number of topics in the course include:

- Armstrong, M. (2011) *Armstrong's Handbook of Strategic Human Resource Management*, Kogan Page Publishers.
- Boselie, P. (2010) *Strategic Human Resource Management: A Balanced Approach*, McGraw Hill, Berkshire.
- Boxall, P and Purcell, J., (2011) *Strategy and Human Resource Management*, 3rd ed., Palgrave Macmillan, Basingstoke.
- Bratton, J. and Gold, J. (2007) *Human Resource Management: Theory and Practice*, Palgrave Macmillan, Basingstoke.
- Legge, K. (1995) *Human Resource Management: Rhetorics and Realities*, Macmillan,

Basingstoke.

- Marchington, M. and Wilkinson, A., (2002) *People Management and Development: Human Resource Management at Work*, 2nd ed, CIPD, London.
- Mello, J. (2010) *Strategic Human Resource Management*, Cengage Learning.
- Salaman, G. Storey, J., and Billsbery, J., (2005) *Strategic Human Resource Management: Theory and Practice*, Sage, London.
- Schuler, R. and Jackson, S., (2007) *Strategic Human Resource Management*, 2nd ed, Blackwell.
- Stone, R. (2010) *Managing Human Resources*, John Wiley & Sons, Milton.
- Storey, J., Wright, P., and Ulrich, D., (2009) *The Routledge Companion to Strategic Human Resource Management*, Routledge, Abingdon.
- Taylor, S. (2011) Contemporary Issues in Human Resource Management, CIPD, London

Technology Used and Required

Research Databases

Key research databases for your study of human resource management include **Ebscohost: Academic Search Elite and Business Source Premier.** Also search the websites of well-known consulting organisations such as Watson Wyatt, PWC, Deloitte, DDI, Hewitt Associates etc.

Learning technologies

Students are required to use word processing, Power Point, Turnitin and iLearn.

Unit Web Page

Macquarie uses iLearn as a software tool to manage teaching and learning practices: https://ilearn.mq.edu.au/. To log on, you must first obtain a logon password from IT services or the library then click through to BUS850. Please check this site each week for possible lecture slides. Other announcements and material will be posted on the site during the course. Readings and cases for the course can be either found through the iLearn website and/or accessed online via the library website (BUS850 online readings). In addition to the required textbook for this unit, students should familiarise themselves with the relevant sections of the library.

Changes From Last Offering

I changed the early term quiz based on MCQs to an early-term in class test which asks students to critically evaluate a journal article and answer a number of short answer questions. This

change was made as a result of the unit moderator's recommendation and our subsequent discussion.

The consultation hours of the lecturer-in-charge were provided while the consultation hours of the unit moderator were removed. This change was made to guide students to the teaching staff involved in design and delivery of the lectures.

Unit Schedule

Week No. and Date	Lecture Topic	Resources
Week 1: 05/03/2014	Lecture: Conceptual foundations; where from and where is HRM now?	Text Chapter 1
Week 2: 12/03/2014	HRM Strategy: The Best Practice and best fit views	Text Chapter 2 and Flight Centre Case
Week 3: 19/03/2014	HRM Strategy: The Resource based view	Text Chapter 2 and SWA Case
Week 4: 26/03/2014	Environmental shapers of HRM, with a case focus on the law on OHS	Text Chapters 3, 4 and 5
Week 5: 02/04/2014	Job analysis, Recruitment and Selection. **1 hour short answers' test**	Text Chapter 6, 8
Week 6: 09/04/2014	Performance Appraisal and Management	Text Chapter 10
	12/04/2014 – 27/04/2014 **MID SEMESTER BREAK**	
Week 7: 30/04/2014	Employee Learning and Development **Essay submission deadline**	Text Chapter 11
Week 8: 07/05/2014	Career Management	Text: Chapter 12
Week 9: 14/05/2014	Diversity Management	Text: Chapters 3 (pp.93-99)and 9

Week 10: 21/05/2014	Managing Compensation	Text Chapters 13 and 14
Week 11: 28/05/2014	Ethics and HRM	Text Chapter 15
Week 12: 04/06/2014	Change Management and Evaluating the HR Function	Text Chapter 18 Readings listed in Reading Guide
Week 13: 11/06/2014	Course review and conclusion. Exam briefing	Revision

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central. Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy http://mq.edu.au/policy/docs/assessment/policy.html

Grading Policy http://mq.edu.au/policy/docs/grading/policy.html

Grade Appeal Policy http://mq.edu.au/policy/docs/gradeappeal/policy.html

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Disruption to Studies Policy http://www.mq.edu.au/policy/docs/disruption_studies/policy.html *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the Learning and Teaching Category of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Student Support

Macquarie University provides a range of support services for students. For details, visit http://students.mq.edu.au/support/

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study

strategies to improve your marks and take control of your study.

- Workshops
- StudyWise
- Academic Integrity Module for Students
- Ask a Learning Adviser

Student Services and Support

Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit http://informatics.mq.edu.au/help/.

When using the University's IT, you must adhere to the Acceptable Use Policy. The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- Explain the elements of strategic thinking that drive appropriate systems and methods for managing people effectively at work
- Identify key strategic areas of HR practice and their potential contribution to the success of the organisation
- Apply alternative techniques and practices in key strategic HR areas

Assessment tasks

- 1. Early-term in class test
- Group presentation
- Essay
- Final examination

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Explain the elements of strategic thinking that drive appropriate systems and methods for managing people effectively at work
- Identify key strategic areas of HR practice and their potential contribution to the success of the organisation
- Apply alternative techniques and practices in key strategic HR areas
- Analyse an organisation's accountabilities in different areas of HR
- Critically evaluate the usefulness of various HR practices and how they might improve the effectiveness of HR in organisations that they work for
- Develop concrete, proactive and reflective approaches in order to become an informed and critical consumer of HR products (e.g. consultancy or recruitment services)

Assessment tasks

- 1. Early-term in class test
- Group presentation
- Essay
- Final examination

PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Learning outcomes

- Apply alternative techniques and practices in key strategic HR areas
- Analyse an organisation's accountabilities in different areas of HR
- Critically evaluate the usefulness of various HR practices and how they might improve the effectiveness of HR in organisations that they work for

- Develop concrete, proactive and reflective approaches in order to become an informed and critical consumer of HR products (e.g. consultancy or recruitment services)

Assessment tasks

- Group presentation
- Essay
- Final examination

Research and Practice

Research used in this Unit

This unit uses research from *internal* (Macquarie University) and *external* sources, both *theory* oriented and *industry* (case study) based, for example:

Danford, R. & Palmer, I. (2002). Managing for high performance? People management practices in Flight Centre. *The Journal of Industrial Relations, 44*(3), 376-396. (*Internal/industry*)

Paauwe, J. & Boselie, P. (2003). Challenging 'strategic HRM' and the relevance of the institutional setting. *Human Resource Management Journal, 13*(3), 56-70. (*External/theory*)

In the unit, both *classic* and most *recent* research works are used, for example:

Barney, J.B. & Wright, P.M. (1998). On becoming a strategic partner: The role of human resources in gaining competitive advantage. *Human Resource Management, 37*(1), 31–46. (*Classic*)

Kotter, J.P. & Schlesinger, L.A. (1979). Choosing strategies for change. *Harvard Business Review*, *March-April*, 106-114. (*Classic*)

Riach, K. (2009). Managing 'difference': Understanding age diversity in practice. *Human Resource Management Journal, 19*(3), 319–335. (*Recent*)

Rousseau, D.M. & Barends, E.G. (2011). Becoming an evidence-based HR practitioner, *Human Resource Management Journal, 21*(3), 221-235. (*Recent*)

Connections between the content of the unit and current research

1. Lectures are designed on the basis of the textbook recommendations and relevant research studies uploaded to a corresponding lecture in iLearn.
2. The early-term in class test connects current research, the content of the unit with the learning outcomes and graduate capabilities. Specifically, the students are asked to apply critical thinking in evaluating the peer reviewed journal article describing HR practices in organisations as they answer a number of short answer questions.
3. The assessment criteria of the group presentation and the individual essay include

research criterion which judges students' ability to relate research findings to their practical cases; to demonstrate broader literature knowledge and to critically evaluate HR practices using relevant and rigorous research.