



HRM 107

Introduction to Human Resources

MQC2 Day 2014

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Moderator

Troy Sarina

troy.sarina@mq.edu.au

Contact via troy.sarina@mq.edu.au

Unit Convenor

Terry Standen

terry.standen@mq.edu.au

Contact via terry.standen@mq.edu.au

Please contact Terry Standen at terry.standen@mqc.edu.au to arrange a time.

Credit points

3

Prerequisites

Corequisites

Co-badged status

Unit description

This unit provides an introduction to human resource management (HRM) in Australia, key policies and practices and contemporary environmental influences on strategy formation.

Major HRM topic areas include: human resource planning and staffing; employee training and development; performance appraisal; managing workforce diversity; and occupational health and safety.

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:

Identify and define key terms, concepts and theories discussed in the HRM literature.

Demonstrate an understanding of the links between the different areas of HRM and how they may contribute to a coherent, strategically advantageous set of HR plans and policies.

Demonstrate an understanding of the contribution of HRM in businesses.

Understand the importance of and principles of good communication and evaluation strategies for effective HRM.

Assessment Tasks

| Name | Weighting | Due |
|-------------------------------------|-----------|---------------------------|
| <u>Tutorial Assessed Coursework</u> | 30% | Ongoing |
| <u>Group Assignment</u> | 30% | Monday Week 9 in Class |
| <u>Final Examination</u> | 40% | Formal Examination Period |

Tutorial Assessed Coursework

Due: **Ongoing**

Weighting: **30%**

Critical thinking exercise: arguing a point of view and substantiating your views in writing

Exercise combining written report, debate and ongoing class engagement

On successful completion you will be able to:

- Identify and define key terms, concepts and theories discussed in the HRM literature.
- Demonstrate an understanding of the links between the different areas of HRM and how they may contribute to a coherent, strategically advantageous set of HR plans and policies.
- Demonstrate an understanding of the contribution of HRM in businesses.
- Understand the importance of and principles of good communication and evaluation strategies for effective HRM.

Group Assignment

Due: **Monday Week 9 in Class**

Weighting: **30%**

3000 word report on the strategic role of HR in modern organisations.

Extensions and late penalties

Extensions will only be granted with an approved application for "Disruption to Studies" lodged with ask.mq.edu.au prior to the due date.

Late submissions will be penalised at 10% per day late up to five working days. After which zero (0) marks will be recorded.

On successful completion you will be able to:

- Identify and define key terms, concepts and theories discussed in the HRM literature.
- Demonstrate an understanding of the links between the different areas of HRM and how they may contribute to a coherent, strategically advantageous set of HR plans and policies.
- Demonstrate an understanding of the contribution of HRM in businesses.
- Understand the importance of and principles of good communication and evaluation strategies for effective HRM.

Final Examination

Due: **Formal Examination Period**

Weighting: **40%**

Assessing understanding of themes discussed in the course

2 Hours. Format will be made available later in the semester

A final examination is included as an assessment task for this unit to provide assurance that

1. the product belongs to the student and
2. the student has attained the knowledge and skills tested in the exam

A 2 hour Final Examination for this unit will be held during the University Examination Period

On successful completion you will be able to:

- Identify and define key terms, concepts and theories discussed in the HRM literature.
- Demonstrate an understanding of the links between the different areas of HRM and how they may contribute to a coherent, strategically advantageous set of HR plans and policies.
- Demonstrate an understanding of the contribution of HRM in businesses.
- Understand the importance of and principles of good communication and evaluation strategies for effective HRM.

Delivery and Resources

CLASSES

One 2-hour lecture each week plus one 1-hour tutorial each week. The tutorials commence in Week 1. The timetable for classes can be found on the [MQC Portal](#)

- Attendance will be taken in lectures and tutorials.
- Tutorial attendance is imperative. **Warning:** If you do not attend at least 10 of the 12 tutorials your in-class assessment mark will be adversely affected.

TECHNOLOGY USED AND REQUIRED

Students are required to learn how to use word processing, iLearn and the library journals catalogue

UNIT WEB PAGE

Course material is available on the learning management system (ilearn)

The web page for this unit can be found at: <https://ilearn.mq.edu.au/login/MQ/>

REQUIRED TEXTS AND MATERIALS

The Compulsory Text for the unit is:

Nankervis, A., Baird, M., Coffey, J., & Shields, J. (2014). *Human resource management: Strategy and practice* (8th ed.). Melbourne: Cengage. This text can now be purchased from the Macquarie University Co-op Bookshop.

CONSULTATION TIMES

Please contact Terry Standen at terry.standen@mqc.edu.au to arrange a time for consultation.

Teaching staff will generally respond to emails within 48 hours (excluding weekends). Accordingly, students must organise their study schedules to ensure that they do not feel the need for urgent email replies.

CHANGES SINCE THE LAST OFFERING OF THIS UNIT

There are no significant changes since last Session.

Unit Schedule

| Week | Lecture Topic (& reading) | Tutorial Topic (see detailed program below) |
|------|---|---|
| 1 | Unit Overview Evolution of HRM (ch 1) | GTKY Exercises |
| 2 | The context of HRM (ch 2) | The evolution of HRM (ch 1) Group Selection |
| 3 | Employment relationships, industrial relations and HRM (ch 3) | HRM contexts (ch 2) |
| 4 | The role of law and regulation in HRM (ch 3) | Employment relationships, industrial relations and HRM (ch 3) |

| | | |
|----|---|--|
| 5 | HR planning in dynamic environments (ch 4,5) | HR and the Law (ch 3 and tutorial readings) |
| 6 | Attracting talent and effective employment selection (ch 6) | De-constructing argument exercise Group Debate 1 (Employment Relationships) |
| 7 | Retaining and developing staff (ch 7) | Unpacking the selection process Group Debate 2 (HR and the Law) |
| 8 | Managing Performance (ch 8) | Talent Development (ch 7) |
| 9 | Negotiation at the workplace (ch 9) Report Due | Examining issues related to managing performance (ch 8) |
| 10 | Strategic reward management (ch 10) | How to negotiate effectively with workers (Ch 9) Group Debate 3 (Talent Development) |
| 11 | Workplace Health and Safety & Employee Wellbeing (ch 11) | Understanding the motivations of employees: reward management (ch 10) Group Debate 4 (Reward Management) |
| 12 | Topic to be Advised (guest lecturer) | OHS & employee wellbeing Group Debate 5 (if required)(WH & S) |
| 13 | Subject Review and Exam Preparation | |

Learning and Teaching Activities

Lectures and Tutorials

The Unit is taught through Lectures and tutorials

Tutorial Exercises and Tutorial Discussion

Students should be able to apply concepts developed in lectures to questions raised in tutorial exercises and readings

Group Participation in Debate and Project Work

Students should develop skills related to group and team work by participating in Group Projects and Group preparation for Debates

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/

Extensions and late penalties

Requests for extensions will only be granted in accordance with the special consideration policy outlined within this guide.

Students will be penalised 5% of their awarded mark for each day that their submission is handed in after the due date. Any piece of assessment submitted more than 7 days after the due date will not be marked (exceptions apply for approved special consideration applications).

Grades

Macquarie University uses the following grades in coursework units of study:

- HD - High Distinction
- D - Distinction
- CR - Credit
- P - Pass
- F – Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:

<http://www.mq.edu.au/policy/docs/grading/policy.html>

For further information, please refer to the following link:

<http://universitycouncil.mq.edu.au/legislation.html>

Grade Appeals and Final Examination Script Viewing City Campus

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

<http://www.city.mq.edu.au/reviews-appeals.html>

Attendance at Macquarie City Campus

All Students are required to attend at least 80% of the scheduled course contact hours each Session. Additionally Macquarie City Campus monitors the course progress of international students to ensure that the student complies with the conditions of their visa relating to attendance.

This minimum level of attendance includes all lectures and tutorials. Tutorial attendance will be recorded weekly. If any scheduled class falls on a public holiday this will be rescheduled as advised by your Lecturer. Attendance at any mid-Session or in-class test is compulsory unless otherwise stated.

Unavoidable non-attendance due to illness or circumstances beyond your control must be supported by appropriate documentation to be considered for a supplementary test. Other non-attendance will obtain zero for the test. You should refer to the section above on Special Consideration for more details about this.

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 Support at Macquarie City Campus

Students who require assistance are encouraged to contact the Student Services Manager at Macquarie City Campus. Please see reception to book an appointment.

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://students.mq.edu.au/support/>

At any time students (or groups of students) can book our Student Advising rooms on Level 6 by emailing info@city.mq.edu.au with a day and time and nominated contact person. There are additional student study spaces available on Level 1.

Macquarie University Campus Wellbeing also has a presence on the City Campus each week. If you would like to make an appointment, please email info@city.mq.edu.au or visit their website at: <http://www.campuslife.mq.edu.au/campuswellbeing>

StudyWISE provides:

- Online learning resources and academic skills workshops http://www.mq.edu.au/learning_skills
- Personal assistance with your learning & study related questions

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.

IT Help at Macquarie City Campus

If you wish to receive IT help, we would be glad to assist you at <http://informatics.mq.edu.au/help/> or call 02 9850-4357.

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 and it outlines what can be done.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

Students are expected to act responsibly when utilising Macquarie City Campus IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted.
- Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

If you would like to borrow headphones for use in the Macquarie City Campus computer labs (210, 307, 311, 608) at any point, please ask at Level 2 Reception. You will be required to provide your MQC Student ID card. This will be held as a deposit while using the equipment.

For assistance in the computer labs, please see a Lab Demonstrator (usually they can be found in Lab 311, otherwise ask at Level 2 Reception).

Graduate Capabilities

Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

Learning outcomes

- Identify and define key terms, concepts and theories discussed in the HRM literature.
- Demonstrate an understanding of the links between the different areas of HRM and how they may contribute to a coherent, strategically advantageous set of HR plans and policies.
- Demonstrate an understanding of the contribution of HRM in businesses.
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Assessment tasks

- Tutorial Assessed Coursework
- Group Assignment
- Final Examination

Learning and teaching activities

- The Unit is taught through Lectures and tutorials
- Students should be able to apply concepts developed in lectures to questions raised in tutorial exercises and readings

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

Learning outcomes

- Identify and define key terms, concepts and theories discussed in the HRM literature.
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Creative and Innovative

Our graduates will also be capable of creative thinking and of creating knowledge. They will be imaginative and open to experience and capable of innovation at work and in the community. We want them to be engaged in applying their critical, creative thinking.

This graduate capability is supported by:

Learning outcome

- Demonstrate an understanding of the links between the different areas of HRM and how they may contribute to a coherent, strategically advantageous set of HR plans and policies.

Assessment tasks

- Tutorial Assessed Coursework
- Group Assignment

Learning and teaching activities

- Students should develop skills related to group and team work by participating in Group

Projects and Group preparation for Debates

Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

Learning outcomes

- Identify and define key terms, concepts and theories discussed in the HRM literature.
- Demonstrate an understanding of the links between the different areas of HRM and how they may contribute to a coherent, strategically advantageous set of HR plans and policies.
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- Students should develop skills related to group and team work by participating in Group Projects and Group preparation for Debates

Research and Practice

- This unit gives you practice in applying research findings in your assignments
- This unit gives you opportunities to conduct your own research

The Compulsory Text for the unit is:

Nankervis, A., Baird, M., Coffey, J., & Shields, J. (2014). Human resource management: Strategy and practice (8th ed.). Melbourne: Cengage. This text can now be purchased from the Macquarie University Co-op Bookshop.

Other useful texts which comprehensively cover the core material include:

- Bratton, J., & Gold, J. (2012). Human resource management: Theory and practice (5th ed.). Basingstoke: Palgrave Macmillan.
- De Cieri, H., Kramar, R., Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2008). Human resource management in Australia: Strategy, people and performance (3rd ed.). North Ryde, NSW: McGraw-Hill.
- Stone, R. J. (2013). Human resource management (8th ed.). Milton, QLD: John Wiley & Sons.

The publications listed below are highly recommended for further reading on the topics covered in the unit. Students should also consult them for the research and preparation of assignments.

Books

These are suggested books in order to broaden your reading.

- Boxall, P., & Purcell, J. (2011). Strategy and human resource management (3rd ed.). Basingstoke: Palgrave Macmillan.
- Bratton, J., & Gold, J. (2012). Human resource management: Theory and practice (5th ed.). Basingstoke: Palgrave Macmillan.
- Brewster, C., Carey, L., Dowling, P., Grobber, P., Holland, P., & Warnich, S. (2007). Contemporary issues in human resource management: Gaining a competitive advantage (2nd ed.). Cape Town: Oxford University Press.
- De Cieri, H., Kramar, R., Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2008). Human resource management in Australia: Strategy, people and performance (3rd ed.). North Ryde, NSW: McGraw-Hill.

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- Legge, K. (1995). Human resource management: Rhetorics and realities. Basingstoke: Macmillan Business. [also 2005 Anniversary edition].
- Leopold, J., & Harris, L. (2009). The strategic managing of human resources (2nd ed.). London: Pearson Education.
- Noe, R., & Winkler, C. (2009). Employee training and development for Australia and New Zealand. North Ryde, NSW: McGraw-Hill.
- Shields, J. (2007). Managing employee performance and reward: Concepts, practices, strategies. Port Melbourne: Cambridge University Press.
- Stone, R. J. (2013). Human resource management (8th ed.). Milton, QLD: John Wiley & Sons.

Journals

Apart from books, students will find it invaluable to get into the practice of reading relevant articles from journals. Below students will find a list of journals to start their reading and research. Those suggested can all be found within the university library system.

Academy of Management Journal
Journal of Industrial Relations

Asia Pacific Journal of Human Resources Work, Employment & Society

Australian Journal of Management Employee Relations

Human Resource Management Journal Harvard Business Review

International Journal of Human Resource Management

Some useful websites:

<http://www.fwa.gov.au> <http://www.ilr.cornell.edu/>

<http://www.ahri.com.au> <http://www.shrm.org>

<http://www.deewr.gov.au/> <http://www.hreoc.gov.au/>

<http://www.ilo.org/> <http://www.psmpc.gov.au/>

http://europa.eu.int/comm/dg05/index_en.htm

<http://www.innovations.gov.au>