# BUS 850
Management of People at Work

S1 Evening 2015

Dept of Marketing and Management

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## Disclaimer

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General Information

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TBA

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Credit points
4

Prerequisites
BUS651 or MKTG696 or admission to MIntRel or MBiotech

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. Students learn what the options are for recruitment, selection, development, performance management, reward systems and other fundamental aspects of managing people and the key challenges facing organisations. 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 http://students.mq.edu.au/student_admin/enrolmentguide/academicdates/

Learning Outcomes

1. Understand the importance of thinking strategically about HRM from different theoretical perspectives and the implications for the roles of HR professionals
2. Identify key strategic areas of HR practice and their potential contribution to the creation of value, competitive advantage and employee wellbeing
3. Understand the range of alternative techniques and practices in key areas of the HR function and the reasons for choices among options
4. Explain how metrics, measurement and evaluation contribute to HR sustainability
5. Understand some of the key contemporary issues for human resource management

### Assessment Tasks

<table>
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<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
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<tbody>
<tr>
<td>Participation</td>
<td>10%</td>
<td>Weeks 1-13</td>
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<tr>
<td>Group presentation</td>
<td>20%</td>
<td>Weeks 9-13 as per schedule</td>
</tr>
<tr>
<td>Essay</td>
<td>30%</td>
<td>Week 7</td>
</tr>
<tr>
<td>Final exam</td>
<td>40%</td>
<td>Final exam period</td>
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### Participation

Due: **Weeks 1-13**  
Weighting: **10%**

Active participation by students in this Unit is essential to the teaching and learning mode. Participation enables clarification, discussion and debate about concepts and materials covered in the Unit as well as the active exploration of HR practices through role playing and case study analysis. Students are expected to attend each weekly session prepared to contribute and engage in class activities. Attendance will be recorded but will not of itself constitute participation. Students' participation marks will be calculated from the first class through to the last. Constructive involvement in activities is important. Mobile phones and the internet should be turned off during workshops.

Participation is based on:
1. **Quality of contribution**: Students should endeavour to make a regular and informed contribution to discussion.
2. **Preparation**: To make an informed discussion, students should complete the recommended reading and relevant chapters of the textbook.
3. **Tolerance**: Group members should allow fellow students to express contrary views and be prepared to debate points in a reasoned and tolerant manner.
4. **Attendance**: To participate, students must attend tutorials. However students should note also that silent attendance is not sufficient to earn marks for participation.

This Assessment Task relates to the following Learning Outcomes:

- Understand the importance of thinking strategically about HRM from different theoretical perspectives and the implications for the roles of HR professionals
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**Group presentation**

**Due:** **Weeks 9-13 as per schedule**  
**Weighting:** **20%**

This assignment involves analysis of how particular case study organisations manage specific aspects of managing people at work. Groups are to make a presentation to the class on an assigned HRM topic in relation to a nominated company. Groups will consist of a maximum of four students. Groups are formed and allocated their topic and presentation date in week 2. Each group is required to identify the business strategy of their case study organisation, present an overview of the particular HRM practices that their case study organisation uses in a specific area of HRM (eg recruitment, performance appraisal, diversity etc), and evaluate the company's approach, using the literature on the topic as well as considering the firm's business strategy.

The groups may 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. Detailed assessment criteria are outlined in Presentation Marking Sheet to be provided on ilearn in week 3. Each group will follow the same delivery template:

- A brief introduction to the company
- Identification of the company's dominant business strategy(s)
- Outline of the company's approach to the designated functional area of HRM
- Analysis of the strengths and weaknesses of the organisation's policies, practices and strategy in the designated area. This should include reference to critical scholarly literature on HR practices and strategies as well as consideration of how well these might contribute to the firm achieving its business strategy
- Two or three recommendations for improvement in the organisation's approach.
- The time limit for the presentation is 20 min. It is to be followed by 10 minute Q & A session. Students should provide a copy of any powerpoints (or other format) they intend
to use immediately before they commence the presentation. The presentation will require students to critically analyse the HRM issues in their designated company using the academic literature from a variety of sources. The group’s recommendations are expected to remain practical and consider such issues as cost, labour skills, markets, politics or other challenges in implementing HR strategy that are relevant to the organisation.

**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.

**Research sources**: In the research for their presentation, students should draw on sources they can obtain about the company both online and in print eg the company’s webpage and annual reports; articles in business magazines, newspapers and other media reports; and independent reports which can build an understanding of the company and environment in which it is operating. You may also find if you search the library database that there are articles which contain research on the relevant company in academic journals as well as in HR practitioner journals. When using practitioner journals, students should remain conscious that articles generally express particular views rather than balanced, evidence-based analyses. Business magazines such as Harvard Business Review, Forbes, the Australian Financial Review, HR Monthly (from AHRI) and journal articles are often a great source of such practices and strategies. But groups must remain practical - and consider such issues as cost, laws, labour skills, markets, politics and other challenges in implementing HRM practices. Please note, you must not approach a company directly - unless of course you are an employee there already.

This Assessment Task relates to the following Learning Outcomes:

- Understand the importance of thinking strategically about HRM from different theoretical perspectives and the implications for the roles of HR professionals
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**Essay**

**Due:** 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.

The essay topic will be posted on ilearn in week 2.

Assessment criteria is outlined in the essay marking rubric located on ilearn. Students are expected to use at least 10 scholarly references in their analysis. Scholarly references generally include refereed journal articles and academic books/chapters. Students may use sections and subsections, but are not required to do so. The objective is to produce a piece of individually written work that is organised in a logical and coherent manner, addresses the essay question in a focused way and uses scholarly references to support and substantiate the analysis.

The essay must be submitted in hard copy to the Lecturer at the beginning of the week 7 lecture

**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 total available marks made from the total awarded mark will apply for each complete 24 hours period that the submission is late (eg 25 hours late in submission - 40% penalty) unless an application for Disruption of Studies is made and approved.

This Assessment Task relates to the following Learning Outcomes:

- Understand the importance of thinking strategically about HRM from different theoretical perspectives and the implications for the roles of HR professionals
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**Final exam**

Due: **Final exam period**
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 Disruption of Studies. Consult Final Examination Policy for further details.

This Assessment Task relates to the following Learning Outcomes:
• Understand the importance of thinking strategically about HRM from different theoretical perspectives and the implications for the roles of HR professionals
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**Delivery and Resources**

• This Unit is taught in a three hour workshop mode. The workshop consists of 3 hours face-to-face teaching per week, consisting of lectures combined with group case study presentations, class discussions, role plays, in-class case studies and brainstorming activities.
• 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 an interactive workshop format to maximise learning opportunities. Lectures will consist of substantial discussion, question and answers, brainstorming and group activities.

**Technology Used and Required Technology: iLearn.**

Please ensure that you have access to a personal computer so you are able to use iLearn. Students will find resources to assist there study on iLearn, such as lecture notes and other resources. Please check iLearn regularly for announcements.

**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.

**Unit Schedule**

<table>
<thead>
<tr>
<th>Week and date</th>
<th>Lecture topic, textbook chapter</th>
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http://unitguides.mq.edu.au/unit_offerings/46825/unit_guide/print
**Week 1:** 24 Feb  
Introduction to the unit:  
Lecture: Managing People and Human Resource Management - What is it all about?  
Text: Ch 1

**Week 2:** 3 March  
Linking business strategy with HRM strategy. (Best Fit, Best Practice and the RBV view).  
Text Ch 2

**Week 3:** 10 March  
The Legal context for HRM and the case of occupational health and safety.  
Text Ch 3 and 4 (note specific provisions of Australian law will not be required knowledge)

**Week 4:** 17 March  
Job Analysis, Recruitment and Selection  
Text Ch 6 and 8.

**Week 5:** 24 March  
Performance Appraisal and Management  
Text Ch 10

**Week 6:** 31 March  
Employee Development and Talent Management  
Text Ch 11 and 12

**Week 7:** 7 April  
Diversity Management  
Text Ch 9

**No Classes:** 14 or 21st April
<table>
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<th>Week 8: 28 April</th>
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<tr>
<td>Employee Voice and Engagement</td>
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<tr>
<td>Reading: see ilearn reading list and articles for week 8.</td>
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<th>Week 9: 5 May</th>
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<tr>
<td>Management of Compensation</td>
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<td>Text Ch 13</td>
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<th>Week 10: 12 May</th>
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<tr>
<td>Performance-related Pay</td>
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<td>Text Ch 14</td>
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<th>Week 11: 19 May</th>
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<tbody>
<tr>
<td>Managing employees in the multinational firm</td>
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<td>Text Ch 16</td>
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<th>Week 12: 26 May</th>
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<tr>
<td>Change Management and evaluating the HR Function (measurement and metrics)</td>
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<tr>
<td>Reading: see Reading list on ilearn + Text Ch 18</td>
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<th>Week 13: 2 June</th>
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<tr>
<td>Course Review and Exam briefing</td>
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<tr>
<th>Exam Period 9 to 26 June</th>
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**Policies and Procedures**

Macquarie University policies and procedures are accessible from [Policy Central](http://mq.edu.au/policy/docs/). Students should be aware of the following policies in particular with regard to Learning and Teaching:


In addition, a number of other policies can be found in the [Learning and Teaching Category](http://www.mq.edu.au/policy) 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/](https://students.mq.edu.au/support/student_conduct/)

**Results**

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](https://eStudent.mq.edu.au). For more information visit [ask.mq.edu.au](http://ask.mq.edu.au).

**Student Support**

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

**Learning Skills**

Learning Skills ([mq.edu.au/learningskills](http://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](http://students.mq.edu.au/support/student_conduct/)
- [Ask a Learning Adviser](http://students.mq.edu.au/support/student_conduct/)

**Student Enquiry Service**

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

**Equity Support**

Students with a disability are encouraged to contact the [Disability Service](http://www.mq.edu.au/student_life/disability_service) who can provide appropriate help with any issues that arise during their studies.

**IT Help**


When using the University's IT, you must adhere to the [Acceptable Use Policy](http://informatics.mq.edu.au/help/). 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

- Understand the importance of thinking strategically about HRM from different theoretical perspectives and the implications for the roles of HR professionals
- Identify key strategic areas of HR practice and their potential contribution to the creation of value, competitive advantage and employee wellbeing
- Understand the range of alternative techniques and practices in key areas of the HR function and the reasons for choices among options
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- Understand some of the key contemporary issues for human resource management

Assessment tasks

- Participation
- Group presentation
- Essay
- Final exam

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

- Understand the importance of thinking strategically about HRM from different theoretical perspectives and the implications for the roles of HR professionals
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• Understand the range of alternative techniques and practices in key areas of the HR function and the reasons for choices among options
• Explain how metrics, measurement and evaluation contribute to HR sustainability
• Understand some of the key contemporary issues for human resource management

**Assessment tasks**

• Participation
• Group presentation
• Essay
• Final exam

**PG - Research and Problem Solving Capability**

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

**Learning outcomes**

• Understand the importance of thinking strategically about HRM from different theoretical perspectives and the implications for the roles of HR professionals
• Identify key strategic areas of HR practice and their potential contribution to the creation of value, competitive advantage and employee wellbeing
• Understand the range of alternative techniques and practices in key areas of the HR function and the reasons for choices among options
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• Understand some of the key contemporary issues for human resource management

**Assessment tasks**

• Participation
• Group presentation
• Essay
• Final exam

**PG - Effective Communication**

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.
This graduate capability is supported by:

**Learning outcomes**

- Identify key strategic areas of HR practice and their potential contribution to the creation of value, competitive advantage and employee wellbeing
- Explain how metrics, measurement and evaluation contribute to HR sustainability
- Understand some of the key contemporary issues for human resource management

**Assessment tasks**

- Group presentation
- Essay

**Changes from Previous Offering**

The assessment items in this Unit have been changed from Session 1 2014. The objective is to provide a better balance between group work and individual work in this final capstone Unit. An individual essay (2500 words) worth 30% of the final mark has been included to provide students with an opportunity to develop their individual skills of critical and scholarly analysis. The group case study report + presentation required in session 1 has been replaced with a group presentation worth 20%. This will continue to provide students with the opportunity to consider conceptual and practical SHRM issues in the context of a particular company, but students groups will no longer be required to compile a group report as well.

**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:


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

**Connections between the content of the unit and current research**

1. Lectures and discussions are designed on the basis of the textbook and relevant scholarly research studies, with a constant theme being to integrate understanding of actual and emergent policy and practice with evidence on what happens, what works, and what is possible.
2. The individual essay requires students to locate and demonstrate their understanding of contemporary scholarly research in the light of concepts and issues covered in the textbook and lectures.
3. The assessment criteria of the group presentation includes 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.