



# HRM 107

## Introduction to Human Resources

S3 Day 2014

*Dept of Marketing and Management*

### Contents

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<a href="#"><u>General Information</u></a>	2
<a href="#"><u>Learning Outcomes</u></a>	2
<a href="#"><u>General Assessment Information</u></a>	3
<a href="#"><u>Assessment Tasks</u></a>	3
<a href="#"><u>Delivery and Resources</u></a>	5
<a href="#"><u>Unit Schedule</u></a>	6
<a href="#"><u>Policies and Procedures</u></a>	7
<a href="#"><u>Graduate Capabilities</u></a>	8
<a href="#"><u>Changes from Previous Offering</u></a>	11
<a href="#"><u>Research and Practice</u></a>	11

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## General Information

Unit convenor and teaching staff

Unit Moderator

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By appointment

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.

## General Assessment Information

Important:

It is the responsibility of students to view their marks for each within session assessment on iLearn within 20 working days of posting. If there are any discrepancies, students must contact the unit convenor immediately. Failure to do so will mean that queries received after the release of final results regarding assessment marks (not including the final exam mark) will not be addressed.

## Assessment Tasks

Name	Weighting	Due
<a href="#">Tutorial Assessed Coursework</a>	30%	Ongoing
<a href="#">Group Assignment</a>	30%	6/1/15
<a href="#">Final Examination</a>	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

Tutorial exercises combining written report and debate (**See unit schedule**) 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.

### Group Assignment

Due: **6/1/15**

Weighting: **30%**

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

**Submission details:** Submit group assignment to drop box at business and economics student services (BESS) **by 4pm Tuesday 6 January 2015**. Students are also required to submit an identical copy of the group assignment to the turnitin drop box on iLearn **by 4pm Tuesday 6 January 2015**.

**Extension requests:** The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A disruption to studies policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html)

**Late submissions:** No extensions will be granted. Late tasks will be accepted up to 72 hours after the submission deadline. There will be a deduction of 10% of the total marks available for the assignment for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for disruption to studies is made and approved.

On successful completion you will be able to:

- 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.
- 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 later in the semester.

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

- i) the product belongs to the student and
- ii) 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.

## Delivery and Resources

### Classes

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

- Once the tutorial groups are formed, students **cannot change** their classes.
- Attendance will be taken in all tutorials.
- Tutorial attendance is imperative. **Warning:** If you do not attend at least 9 of the 11 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* (8<sup>th</sup> ed.). Melbourne: Cengage. This text can now be purchased from the Macquarie University Co-op Bookshop.

### Consultation Times

You are encouraged to seek help at a time that is convenient to you from a staff member

teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

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.

## Unit Schedule

Session	Date	Lecture Topic (& reading)	Tutorial Topic (see detailed program below)
1	9/12/ 14	Unit Overview Evolution of HRM (ch 1)	No tutorial
2	11/12/ 14	The context of HRM (ch 2)	The evolution of HRM (ch 1)
3	12/12/ 14	Employment relationships, industrial relations and HRM (ch 3)	HRM contexts (ch 2)
4	16/12/ 14	The role of law and regulation in HRM (ch 3)	Employment relationships, industrial relations and HRM (ch 3)  <b>Group Debate 1</b>
5	18/12/ 14	HR planning in dynamic environments (ch 4,5)	HR and the Law (ch 3 and tutorial readings)  <b>Group Debate 2</b>
6	19/12/ 14	Attracting talent and effective employment selection (ch 6)	De-constructing argument exercise
7	23/12/ 14	<b>Reading week</b>	<b>No lectures and no tutorials for two weeks</b>
<b>BREAK</b>			
8	6/1/15	Retaining and developing staff (ch 7)  <b>Group Report Assignment Due: Tuesday October 7, 4pm</b>	Unpacking the selection process (ch 6)
9	8/1/15	Managing Performance (ch 8)	Talent Development (ch 7)
10	9/1/15	Negotiation at the workplace (ch 9)	Examining issues related to managing performance (ch 8)

11	13/1/ 15	Strategic reward management (ch 10)	<b>Group Debate 3</b> How to negotiate effectively with workers (Ch 9)
12	15/1/ 15	Workplace Health and Safety & Employee Wellbeing (ch 11)	Understanding the motivations of employees: reward management (ch 10)
13	16/1/ 15	Subject Review and Exam Preparation	<b>Group Debate 4</b> OHS & employee wellbeing

## 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](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](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](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/](https://students.mq.edu.au/support/student_conduct/)

**Extension requests:** The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A disruption to studies policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual

demonstrated performance level. The policy is available at: [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html)

**Late submissions:** No extensions will be granted. Late tasks will be accepted up to 72 hours after the submission deadline. There will be a deduction of 10% of the total marks available for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for disruption to studies is made and approved.

**Students are required to obtain an overall mark of 50% in order to pass this unit.**

## 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](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](#)
- [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](http://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

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

## **Assessment tasks**

- Tutorial Assessed Coursework
- Group Assignment
- Final Examination

## **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.
- 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

- Tutorial Assessed Coursework
- Group Assignment
- Final Examination

## 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
- Final Examination

## 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.
- 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

- Tutorial Assessed Coursework
- Group Assignment
- Final Examination

## Changes from Previous Offering

There are no significant changes since last Session.

## 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.

- 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.psmnpc.gov.au/>

[http://europa.eu.int/comm/dg05/index\\_en.htm](http://europa.eu.int/comm/dg05/index_en.htm)

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