MGMT750

Management of People at Work

S2 Day 2017

Dept of Marketing and Management

Contents

General Information

Unit convenor and teaching staff
Convenor
Associate Professor Louise Thornthwaite
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Contact via Email
Building E4A, Level 6, Room 628
Monday 4-5.30, Tuesday 12-1pm

Credit points
4

Prerequisites
Admission to MRes

Corequisites

Co-badged status
BUS 850

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 review and evaluate the academic and professionl literature, theories and research in the field of the management of people at work.

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:

Understand the importance of thinking stategically 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

Explain how metrics, measurement and evaluation contribute to HR sustainability

Understand some of the key contemporary issues for human resource management

Develop teamwork and presentation skills

Assessment Tasks

Name	Weighting	Hurdle	Due
Assessed Coursework	10%	No	Ongoing
Essay	30%	No	Week 6, 5 September 2017
Group presentation	20%	No	Weeks 9-13 as per schedule
Literature Review Essay	40%	No	Week 13, 7 November 4.00 pm

Assessed Coursework

Due: **Ongoing**
Weighting: **10%**

In sessions in weeks 2, 4, 7 and 9 ,students will be asked to complete a "20 minute debrief" (20MD) activity (2.5% each). In these activities students will work in groups of 4 students, to answer questions that requires knowledge of the allocated article/case study for the week. These are not fixed groups and will include students sitting close together in the particular week. The case studies will be uploaded on iLearn in the relevant week's folder in advance – STUDENTS ARE EXPECTED TO COME TO THE LECTURE HAVING **READ THE CASE**. The questions will only be available at the beginning of the activity and will not be made available on iLearn. Students will hand in to the lecturer their group's answer in writing: ONE PAGE of handwritten notes that answer the question at hand. Students not attending to the lecture will not receive a mark for this activity. Details and assessment criteria are provided in the Assessment Guidelines Document available on iLearn and questions on this assessment will be answered in the lecture.

NB Case study analysis will occur after the lecture in the particular week. The lecture will be on the same general HRM topic.

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.

Key issues in relation to expectations of students are briefly outlined below. 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 and Respect*: Group members should allow fellow students to express contrary views and be prepared to debate points in a reasoned and tolerant manner. Students should also behave with respect and courtesy towards the Convenor and fellow students. 4. *Attendance*: To participate, students

must attend classes.

On successful completion you will be able to:
- Identify key strategic areas of HR practice and their potential contribution to the creation of value, competitive advantage and employee wellbeing
- Understand some of the key contemporary issues for human resource management
- Develop teamwork and presentation skills

Essay

Due: **Week 6, 5 September 2017**
Weighting: **30%**

This individually written essay allows students to critically analyse current HRM concepts and theories in relation to their practical applications. The essay aims at assisting students in developing and demonstrating postgraduate level research skills including critical analysis and academic writing. Essay topics will be available on ilearn in week 2 of session.

Submission Details: The word limit of the essay is 1500 words (+/- 10% words). Details and marking criteria are provided in the Assessment Guidelines Document available on iLearn and questions on this assessment will be answered in the lecture. The essay is to be submitted through Turnitin on iLearn and in hardcopy in the session.

Format and layout: Essays should be double spaced in Time New Roman font size 12, with either APA or Harvard referencing. There are to be no tables of contents, footnotes, or abstracts.

Note on late submissions: No extensions will be granted. 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). Late tasks will be accepted up to 72 hours (3 days) after the submission deadline. 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:
- Understand the importance of thinking stategically 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
- Explain how metrics, measurement and evaluation contribute to HR sustainability
- Understand some of the key contemporary issues for human resource management

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. The purpose of this assessment is to develop your skills in team building and case analysis and to provide you with the opportunity to develop competent workshop facilitation skills. In weeks 9-13 students will conduct 20 minutes presentations in groups of 4 students, with five minutes for questions to follow. Students are expected to use Powerpoint or Prezi for their presentation and provide a print-out copy of their materials to the tutor. The group presentation consists of 2 components – collective (10%) and individual (10%). Each group member receives the same mark for the collective component of the group presentation. Each group member may receive a different mark for the individual component (individual performance). Individual and collective components are assessed on the basis of content of material and quality of presentation.

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. Details and marking criteria are provided in the Assessment Guidelines document available on iLearn. Questions on this assessment will be answered during the lectures.

Note on extensions: No extensions will be granted. Students who are not present for their group's presentation will be awarded a mark of 0 for the presentation, except for cases in which an application for Disruption to Studies is made and approved.

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.

On successful completion you will be able to:
- Understand the importance of thinking stategically 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
- Explain how metrics, measurement and evaluation contribute to HR sustainability
- Understand some of the key contemporary issues for human resource management

- Develop teamwork and presentation skills

Literature Review Essay

Due: **Week 13, 7 November 4.00 pm**
Weighting: **40%**

This individual literature review essay allows students to investigate and critically analysis contemporary SHRM issues and challenges and their implications for policy and practice in organisations. The aims aims to assist students in developing and demonstrating postgraduate level research skills including literature search, literature review, critical analysis and academic writing. The word limit of the essay is 2500 words.Topics for the literature review will be discussed individually with students in the week 4 workshop (at the end of the class).

Assessment criteria will be outlined in the assessment marking criteria located on ilearn. Students are expected to use at least 15 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, consistent with literature review guidelines generally, addresses the essay question in a focused way and uses scholarly references to support and substantiate the analysis.

The essay must be submitted via Turnitin by Tuesday 7 November at 12.00 pm. Students must also provide a paper copy of the essay by Tuesday 7 November 2017 (the end of the last class).

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 stategically 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 • Explain how metrics, measurement and evaluation contribute to HR sustainability • Research some of the key contemporary issues for human resource management.

On successful completion you will be able to:

- Understand the importance of thinking stategically 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

- Explain how metrics, measurement and evaluation contribute to HR sustainability
- Understand some of the key contemporary issues for human resource management

Delivery and Resources

- This Unit is taught in a three hour workshop mode. The workshop consists of 3 hours face-to-face per week, an interactive workshop format to maximise learning opportunities.
- 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 lectures including substantial class discussions, question and answers, in-class case studies and group case study presentations, role plays, 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 their study on iLearn, such as lecture notes and other resources. Please check iLearn regularly for announcements.

Required and Recommended Reading Students are required to take considerable responsibility for their own learning in this Unit. It is expected that every student will already know how to locate materials in the library, using e-journals and other resources. There is a textbook set for the Unit (see below) but this does not cover every topic. Additional readings have been lodged on ilearn - these are not compulsory but will expand your knowledge of each topic area. Students need to make their own judgments about how much reading they do, and which readings they select.

Textbook Stone, Raymond (2013) *Managing Human Resources,* 4th edition, John Wiley & Sons, Milton, Qld.

Additional Recommended Reading Some other books you may find useful for particular topics:

• Boselie P., (2010), *Strategic Human Resource Management: A Balanced Approach,* McGraw-Hill, Berkshire. (*)

• Armstrong, M. (2011) Armstrong's Handbook of Strategic Human Resource Management, Kogan Page Publishers.

• 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.

• *Millmore, M, Lewis, P. et al (2007) *Strategic Human Resource Management,* Prentice-Hall, Essex.

• Salaman, G. Storey, J., and Billsbery, J., (2005) S*trategic Human Resource Management: Theory and Practice*, Sage, London. • Storey, J., Wright, P., and Ulrich, D., (2009) The

Routledge Companion to Strategic Human Resource Management, Routledge, Abingdon. Journals recommended for HRM study include:

• Human Resource Management Journal • International Journal of Human Resource Management • Academy of Management Journal

• Asia Pacific Journal of Human Resources

• Work, Employment and Society

• Australian Journal of Management

• California Management Review

• Economic and Labour Relations Review

• Harvard Business Review

• International Journal of Employment Studies

• Labour & Industry

• Personnel Journal

• Personnel Management

• Personnel Review

Key research databases for your study of human resource management include:

• Ebsco host: Academic Search Elite Business Source Premier

• Psychology and behavioral sciences collection

Also search the websites of well-known consulting organisations such as Watson Wyatt, PWC, Deloitte, DDI, Hewitt Associates etc. These can be an excellent source for information on contemporary techniques and practices.

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 Web Page The web page for this unit can be accessed via http://ilearn.mq.edu.au

Please check the ilearn site at least weekly for announcements and to access teaching and learning materials loaded onto the site as the course progresses.

Research and Practice This unit provides practice in applying research findings in your assignments. It also provides opportunities to conduct your own research through journal articles, texts and online data bases.

Satisfactory completion of this Unit will require: • participation in group work • attendance at classes. Note. It is assumed that students who fail to attend are undertaking considerable independent study to make up for material not accessed through classes.

Unit Schedule

Week 1: 27th February 2017

Introduction to the unit:

Lecture: Managing People and Human Resource Management - What is it all about? What factors influence strategy?

Week 2: 6th March 2017

Linking business strategy with HRM strategy.

Week 3: 13th March 2017

Job Analysis, Job Design and Quality of Working Life

Week 4: 20th March 2017

Recruiting Human Resources

Week 5: 27th March 2017

Employee selection

Week 6: 3rd April 2017

Appraising and Managing Performance

Week 7: 10th April 2017

 Human Resource Development & Career Management

Session 1 Recess 17th - 28th April 2017

 Week 8: 1st May 2017

 Managing Diversity

 Week 9: 8th May 2017

Employee Health and Safety

 Week 10: 15th May 2017

Rewarding Human Resources

 Week 11: 22nd May 2017

Managing employees in the multinational firm & international context

 Week 12: 29th May 2017

Change Management and evaluating the HR Function

Week 13: 5th June 2017

Guest Lecture, Course Review and Exam briefing

Exam Period 12th - 30th June

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_2016.html

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

Complaint Management Procedure for Students and Members of the Public http://www.mq.edu.au/policy/docs/complaint_management/procedure.html

Disruption to Studies Policy (in effect until Dec 4th, 2017): http://www.mq.edu.au/policy/docs/disruption_studies/policy.html

Special Consideration Policy (in effect from Dec 4th, 2017): https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration

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/

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. For more information visit 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/

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://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the Acceptable Use of IT Resources 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

- Understand the importance of thinking stategically 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
- Explain how metrics, measurement and evaluation contribute to HR sustainability
- Understand some of the key contemporary issues for human resource management
- Develop teamwork and presentation skills

Assessment tasks

- Assessed Coursework
- Essay
- Group presentation
- Literature Review Essay

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 stategically 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
- Explain how metrics, measurement and evaluation contribute to HR sustainability
- Understand some of the key contemporary issues for human resource management
- Develop teamwork and presentation skills

Assessment tasks

- Assessed Coursework
- Essay
- Group presentation
- Literature Review Essay

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

- Understand the importance of thinking stategically 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
- Explain how metrics, measurement and evaluation contribute to HR sustainability
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Assessment tasks

- Assessed Coursework
- Group presentation

Changes from Previous Offering

The unit discussion topics, readings and examples have been updated since its last offering.

Global Contexts & Sustainability

The Australian context is used as the base case to illustrate human resources functions in global contexts, and international organisations are used as case studies in most instances. Students are encouraged to share their knowledge of international experiences that may demonstrate consistency or contrast with local practice. There is one full lecture devoted to specific international contexts. Sustainability and sustainable practices are incorporated into all lectures.

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:

- Dunford, 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)
- Jepsen, Knox-Haly & Townsend (2015). Recruitment Practices in Australia: A Review and Comparative Research Agenda, *Employment Relations Record*
- 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)
- Thornthwaite, L. (2004), 'Working Time and Work-Family Balance: A Review of Employee Preferences', Asia-Pacific Journal of Human Resources, 42 (2), pp.166-184.
- Thornthwaite, L., 2013, 'Social Media, Unfair Dismissal and the Regulation of Employees' Conduct Outside Work', Australian Journal of Labour Law, 26 (2), 164-182.
- Varhegyi, M. M. & Jepsen, D. M. 2016 (in press). Director succession planning and board effectiveness in nonprofit boards. *Asia Pacific Journal of Human Resources*

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 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.