HRM 328

Strategic Human Resources Management

S1 Day 2018

Archive (Pre-2019) - Dept of Marketing and Management

Contents

General Information

Unit convenor and teaching staff
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Credit points
3

Prerequisites
(48cp at 100 level or above) including (HRM201 and HRM250)

Corequisites
3cp from HRM300-HRM317

Co-badged status

Unit description
This unit is aimed at teaching students to apply knowledge and skills gained in human resources management (HRM) in an integrated way to organisations. The unit reviews and applies theoretical perspectives on strategic HRM to case studies of organisations. It provides the intellectual and practical tools for students to evaluate various approaches to the conception, planning, implementation and evaluation of strategic policy and practice in key functional areas of HRM. Students will develop graduate capabilities in critical, analytical and integrative thinking and effective communication in relation to the development of strategic responses to contemporary HR issues.

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:

Demonstrate the ability to think strategically and critically about HRM from different theoretical perspectives.

Critically analyse and communicate key HR theories and practices and their potential contribution to the strategy and success of the organisation.

Have an in-depth understanding of the role of HR metrics in strategic decision making, both within HR, and as part of the overall strategic direction of an organisation.

Demonstrate the ability to work in teams, and understand team processes, to provide solutions to the challenges facing HRM in specific contexts, including industry sectors, multidivisional and multinational firms, and changing legislation and societal attitudes and expectations.

Be an informed and critical consumer of HR services and products, such as search and recruitment consultants, RPOs, outplacement services, EAPs, the HR components of ERP systems, and generalist HR consulting services

Assessment Tasks

Name	Weighting	Hurdle	Due
Tutorial Participation	10%	No	weeks 2-13
Individual Essay	20%	No	Week 6; Fri 6 Apr
Case study/group presentation	20%	No	weeks 9-12
Final Examination	50%	No	Exam period

Tutorial Participation

Due: **weeks 2-13**
Weighting: **10%**

The tutorial programme is an integral part of this unit. Tutorials give students an opportunity to clarify material covered in lectures and readings, explore and apply key concepts in discussion, exercises and case studies, and prepare for the assessment for this unit. The tutorial program is divided into two parts.

PART ONE: (6 marks allocated) Weeks 2-8 will involve discussions in class. From WEEK 3, these discussions will be based on set readings located on ilearn. Completion of tutorial homework encourages students to be engaged and active learners in discussions. Students are required to complete three (3) one page (A4 size 12 font or hand written) answers to questions set between week 3 and 7 inclusive. These questions will be based on the readings set for the class. The questions are set out in the Lecture and Tutorial Schedule on ilearn. Three of these five weekly exercises will be sighted for a mark allocation of 2% each. This amounts to 6% of the total marks for the Unit. Students may choose which weeks (between 3 and 7) they have their homework sighted. Students will be asked to show the work to the tutor at the start of the class as evidence of completion - this will be registered on the roll. Students will also be required to hand in their page of work to the tutor at the end of the tutorial. You are required to remain in class for the duration of the tutorial, during which time the material will be discussed collectively. No e-mail submission will be accepted. No extension will be granted. While all students are encouraged to participate in every tutorial, those students who have registered their homework for the given tutorial can expect to be asked questions pertaining to the material. Where students are unable to answer questions relating to their homework, the mark of 2% may be reduced but a minimum mark of 1% (per tutorial homework) will nonetheless apply.

PART TWO: (4 marks allocated) In weeks 9-12 case study presentations will be conducted. All other students (non-participants in the presentation) will be required to be attentive as they will be expected to ask meaningful questions.

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Individual Essay

Due: **Week 6; Fri 6 Apr**
Weighting: **20%**

Length: 2000 Words (+/- 10%)

Submission Details

Students must submit their essays electronically through Turnitin using the link on iLearn by **4:00pm** on the due date (Friday 6th April 2018, by 4.00 pm).

A hard copy of your report must also be submitted to BESS (E4B) by 4:00pm on the due date.

Hard copies must be identical to the electronic version submitted.

Late submissions

Late essays must also be submitted through Turnitin and a hard copy submitted to BESS in Building E4B to be date stamped and forwarded to your tutor for marking.

No extensions will be granted. A student who submits a late assessment will be penalised by 10% per day. That is, marks equal to 10% of the assignment's weight will be deducted as a 'flat rate' from the mark awarded. This equates to 2 marks per day for this assignment. Saturday and Sunday each count as one day. This penalty does not apply for cases in which an application for Special Consideration is made and approved.

Aims and Objectives

This assessment encourages students to:

- Provide a critical perspective of the academic literature on a topic.
- Construct an informed and analytical response to the question.
- Utilise and conform to the principles of academic rigour in the production of an acceptable, formal response to the question.

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Case study/group presentation

Due: **weeks 9-12**
Weighting: **20%**

Due: **weeks 9-12 as scheduled** Weighting: **20 %** (10% group; 10% individual)

In the tutorials, students will be formed into groups for the purpose of undertaking the case studies, writing the reports, and preparing and presenting the findings.

You will be provided with materials to:

- commence your research into the HR issue and the organisation

- assist you in structuring and writing your report
- preparing the visual aspects of your presentation
- perfecting your presentation style and delivery

Additional guidance will be given in tutorials.

You will be allocated a case study relating to a particular organisation, and a specific aspect of strategic HR. Case studies will be provided on iLearn before the end of Week 1.

Groups will have a minimum of two members, and a maximum of four members.

The formation of groups will occur in the week 3 or 4 tutorials and allocation of case studies will occur by the end of the week 4 tutorials. Presentations should be approximately 20 minutes in length; reports will have a limit of 2,000 words

As with all aspects of this unit, students must keep in mind that this is a **Strategic** Human Resource Management unit. Theoretical concepts concerning strategic HRM, and particular issues and challenges concerning the formation, implementation, effectiveness etc of HRM strategy will be relevant. Demonstrating an understanding of this relevance will be rewarded. Using examples of existing organisations (in addition to the company in the case) may also make a strong contribution to a team's report and presentation - you can find illustrations of how particular companies approach the different aspects and issues of strategic HRM through looking at company websites, case study excerpts in text books, periodicals and journals.

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Final Examination

Due: **Exam period**

Weighting: **50%**

A two hour exam will be held during the university exam period. Further details regarding the content of the exam will be made available on iLearn. Exam questions will assess students' understanding of the theoretical concepts covered in the course, functional areas of SHRM, and issues associated with management and organisation of SHRM in different corporate contexts.

The timetable will be available in draft form approx. eight weeks before the commencement of examinations and in final form approximately four weeks before the commencement of the examinations.   http://www.timetables.mq.edu.au/exam

The Macquarie University examination policy details the principles and conduct of examinations at the University. The policy is available at:
http://www.mq.edu.au/policy/docs/examination/policy.htm

IT IS NOT POSSIBLE FOR THE LECTURER TO MOVE THE EXAM TIME - PLEASE DO NOT ASK.

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Delivery and Resources

Classes

This Unit is taught through lectures and tutorials. Classes are held each week of semester unless the class falls on a public holiday. Each lecture is two hours and tutorial, one hour. Lectures provide not only a consolidated account of major concepts and issues in relation to each topic - they also include discussion, questions and answers, brainstorming and other activities. The

powerpoint slides posted on iLearn provide the framework for the material covered in classes, but are not and are not intended to be a complete record.

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

There is a high degree of correlation between attendance and success in the unit.

Unit Schedule

A Unit schedule is included as a separate document on iLearn. This is where students will find the weekly schedule of lectures and tutorials as well as details of the required reading.

Required and Recommended Reading

Please note: This is a capstone course. Students are required to take considerable responsibility for their own learning. 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. A detailed reading list pertinent to each topic is located on iLearn. Students are responsible for locating these readings in the library – teaching staff will not be doing this basic research task for students. Readings with an asterix are those which provide the most substantial cover of a topic and/or the most crucial issue(s). Students need to make their *own* judgments about how much reading they do, and which readings they select.

All required readings will be available through eReserve.

Textbook

Boxall, P and Purcell, J., (2015) *Strategy and Human Resource Management*, 4th ed., Palgrave Macmillan, Basingstoke.

Technology Used and Required

Access to a personal computer is required in order to access announcements, course documents and learning materials on iLearn. Students should check iLearn at least once a week. Messages may also be posted to your Macquarie University student email accounts, so these should be checked at least weekly also.

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:

- an overall mark of at least 50%

Unit Schedule

A Unit schedule is included as a separate document on ilearn. This is where students will find the weekly schedule of lectures, tutorials and details of required readings.

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- Academic Appeals Policy
- Academic Integrity Policy
- Academic Progression Policy
- Assessment Policy
- Fitness to Practice Procedure
- Grade Appeal Policy
- Complaint Management Procedure for Students and Members of the Public
- Special Consideration Policy *(**Note:** The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)*

Undergraduate students seeking more policy resources can visit the Student Policy Gateway (https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/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

Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

Learning outcomes

- Demonstrate the ability to think strategically and critically about HRM from different theoretical perspectives.
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and expectations.

- Be an informed and critical consumer of HR services and products, such as search and recruitment consultants, RPOs, outplacement services, EAPs, the HR components of ERP systems, and generalist HR consulting services

Assessment task

- Case study/group presentation

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

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Assessment tasks

- Tutorial Participation
- Individual Essay
- Case study/group presentation
- 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

- Demonstrate the ability to think strategically and critically about HRM from different theoretical perspectives.
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Assessment tasks

- Tutorial Participation
- Individual Essay
- Case study/group presentation
- 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

- Demonstrate the ability to think strategically and critically about HRM from different theoretical perspectives.
- Critically analyse and communicate key HR theories and practices and their potential contribution to the strategy and success of the organisation.

Assessment tasks

- Tutorial Participation
- Individual Essay
- Case study/group presentation

Research & Practice, Global contexts & Sustainability

Additional Recommended Reading

On the ilearn site, students will find a Reading List which contains recommended readings for each topic covered in the Unit. The Unit relies heavily on recent scholarly journal articles and also classic theoretical and research publications.

There are also a number of excellent texts on the subject which cover some, but rarely all the topics in the course. Strongly recommended books include:

- * 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) *Strategic Human Resource Management: Theory and Practice*, Sage, London.
- Schuler, R. and Jackson, S., (2007) *Strategic Human Resource Management*, 2nd ed, Blackwell.
- Stone, R., (2010) *Managing Human Resources*, John Wiley & Sons, Milton.
- Storey, J., Wright, P., and Ulrich, D., (2009) *The Routledge Companion to Strategic Human Resource Management*, Routledge, Abingdon.

Note. * where this book examines topics covered in the course, the relevant chapter is listed in the reading guide.

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.

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Hall, Essex.

- Salaman, G. Storey, J., and Billsbery, J., (2005) *Strategic Human Resource Management: Theory and Practice*, Sage, London.
- Schuler, R. and Jackson, S., (2007) *Strategic Human Resource Management*, 2nd ed, Blackwell.
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- Storey, J., Wright, P., and Ulrich, D., (2009) *The Routledge Companion to Strategic Human Resource Management*, Routledge, Abingdon.

Note. * where this book examines topics covered in the course, the relevant chapter is listed in the reading guide.

Sustainability

Students should be aware that sustainability has a much broader meaning than 'green' issues, such as renewable energy and recycling. Companies today must consider their Triple Bottom Line, which means that they must focus on the sustainability of People, Profits and the Planet. Clearly, the people aspect is of interest to HR practitioners and will include discussions on flexible working, employee rights, equity, diversity and inclusion. In turn, these topics may inform discussion on outsourcing, offshoring and recruitment practices, to name a few. Students should familiarise themselves with the ten principles of the UN Global Compact and the Principles of Responsible Management Education, as well as company annual reports that provide insights into these areas.