



# HRM 107

## Introduction to Human Resources

S1 Day 2018

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

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#### Disclaimer

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## General Information

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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 HR strategy formation. Major topic areas include: human resource planning and staffing; employee training and development; performance appraisal; managing a workforce; and workplace health and safety. On completion of this unit students will be able to demonstrate the links between the different areas of HRM and the contribution of HRM in businesses. Students will develop graduate capabilities in a range of areas including critical thinking, creativity and innovation and communication skills.

## 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 investigate key concepts and theories in Human Resource Management.

Explain and evaluate the connection between Human Resource Management and organisational processes, plans and policies which deliver sustainable organisations.

Apply principles of groupwork, communication and evaluation

Develop and apply effective critical thinking and argument-making skills.

## 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.

Please note there will be no transfer of marks from other assessments (e.g. group debate) to the final examination.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Group Report</u>	40%	No	Monday 7th May 4pm
<u>Assessed Coursework/Debate</u>	10%	No	Ongoing
<u>Final Examination</u>	50%	No	Formal Examination Period

### Group Report

Due: **Monday 7th May 4pm**

Weighting: **40%**

Examining the role of HRM in organisations through a group assessment project targeting critical thinking and group report writing. 75% of this group report will be assessed individually. See Assessment Guide on iLearn for details.

**Submission details:** Submit group assignment to drop box at Business and Economics Student Services (BESS) before the due date (see Assessment Guide). Students are also required to submit an identical copy of the group assignment to the turnitin drop box by the due date.

**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 special consideration 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: <https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration>

**Late submissions:** No extensions will be granted. There will be a deduction of 20% 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 – 40% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved.

On successful completion you will be able to:

- Identify and investigate key concepts and theories in Human Resource Management.
- Explain and evaluate the connection between Human Resource Management and organisational processes, plans and policies which deliver sustainable organisations.
- Apply principles of groupwork, communication and evaluation
- Develop and apply effective critical thinking and argument-making skills.

## Assessed Coursework/Debate

Due: **Ongoing**

Weighting: **10%**

Develop critical thinking: arguing and substantiating a point of view (class debate). See Assessment Guide on iLearn.

**Late submissions:** No extensions will be granted. Students who have not submitted the task prior to the deadline will be awarded a mark of 0 for the task, except for cases in which an application for special consideration is made and approved.

On successful completion you will be able to:

- Identify and investigate key concepts and theories in Human Resource Management.
- Apply principles of groupwork, communication and evaluation
- Develop and apply effective critical thinking and argument-making skills.

## Final Examination

Due: **Formal Examination Period**

Weighting: **50%**

Assessing an understanding and application of themes discussed in the course. This will be a closed book exam. The exam format will be made available later in the semester.

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

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

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On successful completion you will be able to:

- Identify and investigate key concepts and theories in Human Resource Management.
- Explain and evaluate the connection between Human Resource Management and organisational processes, plans and policies which deliver sustainable organisations.
- Apply principles of groupwork, communication and evaluation

- Develop and apply effective critical thinking and argument-making skills.

## Delivery and Resources

### Classes

One 2-hour lecture each week plus one 1-hour tutorial each week. The tutorials commence in Week 1.

The timetable for classes can be found on the 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.

### 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. (2017). *Human resource management: Strategy and practice* (9<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.

## Requirements to Complete the Unit Satisfactorily

In order to complete this course satisfactorily you must **achieve an total mark of at least 50 out of 100.**

## Unit Schedule

Topics to be covered each week are as follows:

Week	Week Commencing	Lecture Topic (& reading)	Tutorial Topic (see detailed program below)
1	26th Feb	Unit Overview Evolution of HRM (Ch 1)	Introduction Tutorial
2	5th March	The Context of HRM (Ch 2)	The Evolution of HRM (Ch 1)
3	12th March	Employment Relationships, Industrial Relations and HRM (Ch 3)	Understanding Argument Making and Debating Processes
4	19th March	The Role of Law and Regulation in HRM (Ch 3)	Employment Relationships, Industrial Relations and HRM (Ch 3) <b>Group Debate 1</b>
5	26th March	<b>Reading Week - NO LECTURES THIS WEEK</b>	<b>NO TUTORIALS (Public holiday Friday 30th March)</b>
6	2nd April	HR Planning in Dynamic Environments (Ch 4 and 5)  Whilst there is a public holiday on Monday 2nd April, as there are no classes scheduled on a Monday for HRM107, week 6 will proceed as normal.	Role of Law and Regulation in HRM (Ch 3) <b>Group Debate 2</b>
7	9th April	Attracting Talent and Effective Employment Selection (Ch 6)	HR Planning in Dynamic Environments (Ch 4 and 5)
<b>MID SESSION BREAK 16th April to 29th April</b>			
8	30th April	Retaining and Developing Staff (Ch 7)	Unpacking the Selection Process (Ch 6)
9	7th May	<b>GROUP REPORT DUE: <u>by Monday 7th May 4pm</u></b> Managing Performance (Ch 8)	Talent Development (Ch 7) <b>Group Debate 3</b>
10	14th May	Strategic Reward Management (Ch 9)	Examining Issues Related to Managing Performance (Ch 8) <b>Group Debate 4</b>

11	21st May	Negotiation at the Workplace (Ch 11)	Motivating Workers: Reward Management (Ch 9)  <b>Group Debate 5</b>
12	28th May	Workplace Health and Safety & Employee Wellbeing (Ch 10)	Understanding the Processes Underpinning Effective Negotiations (Ch 11)
13	4th June	Future of HRM, Subject Review and Exam Preparation	WHS & Employee Wellbeing (Ch 10)

## 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) (<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) (<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) (<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](https://ask.mq.edu.au).

**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. 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://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](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

### 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 investigate key concepts and theories in Human Resource Management.
- Explain and evaluate the connection between Human Resource Management and organisational processes, plans and policies which deliver sustainable organisations.
- Apply principles of groupwork, communication and evaluation
- Develop and apply effective critical thinking and argument-making skills.

#### Assessment tasks

- Group Report
- Assessed Coursework/Debate
- 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 investigate key concepts and theories in Human Resource Management.
- Explain and evaluate the connection between Human Resource Management and organisational processes, plans and policies which deliver sustainable organisations.
- Apply principles of groupwork, communication and evaluation
- Develop and apply effective critical thinking and argument-making skills.

## Assessment tasks

- Group Report
- Assessed Coursework/Debate
- Final Examination

## Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

## Learning outcomes

- Identify and investigate key concepts and theories in Human Resource Management.
- Explain and evaluate the connection between Human Resource Management and organisational processes, plans and policies which deliver sustainable organisations.
- Apply principles of groupwork, communication and evaluation
- Develop and apply effective critical thinking and argument-making skills.

## Assessment tasks

- Group Report
- Assessed Coursework/Debate
- Final Examination

## Socially and Environmentally Active and Responsible

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

## Learning outcome

- Explain and evaluate the connection between Human Resource Management and organisational processes, plans and policies which deliver sustainable organisations.

## Assessment task

- Final Examination

## Changes from Previous Offering

The division of marks for the Group Report has changed. The individual component is now worth 75% of the total marks available.

## Global and Sustainability

Developing sustainable organisations through the creation of innovative practices.

## 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. (2017). Human resource management: Strategy and practice (9th 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., Grobblers, 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.psmppc.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>

## Changes since First Published

Date	Description
12/06/2018	None