MGSM800

Strategic Human Resource Management

Term 2 North Ryde 2018

MGSM Degree Programs

Contents

General Information

Unit convenor and teaching staff Lecturer Wesly McClendon
Credit points 4
Prerequisites Admission to MBA or MMgmt or PGCertMBAExt or GradCertMgtPostMBA or MSocEntre or GradCertSocEntre or GradDipMgt
Corequisites
Co-badged status
Unit description Contemporary organisations both large and small are confronted with dramatic changes in their environment – government intervention, globalisation and increased competition, workplace diversity, population trends, evolving social standards and the search for talent. To effectively adapt to these changes, organisations need well-designed and well-executed HRM policies which enable them to attract, develop, reward, motivate and retain a stable core of high-performing employees. This subject explores contemporary human resource management within this environment. Students will learn the foundation theories of strategic HRM and they will then learn to evaluate and implement these policies and practices into their organisations. Case-based and practical learning is a feature of this course.

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:

Critically assess the contribution that well designed Human Resource Management systems make to goals within strategic plans and the link between HR and organizational performance.

Synthesise multiple cultural perspectives with organizational drivers to foster HR policies and practices that meet the cultural needs of employees and that match the constraints and business needs of the organisation.

Critique their own organisation's HRM policies and practices and design HR interventions to drive improved HR outcomes such as employee engagement and alignment to strategy, to improve attraction and retention and lift motivation. Critically assess the likely consequences of misaligned or poorly conceived reward systems on workplace behaviour organisational outcomes and stakeholder communities.

Assessment Tasks

Name	Weighting	Hurdle	Due
Individual Essay	35%	No	TBA in iLearn
Group Work - HR Business Case	35%	No	TBA in iLearn
Final Examination	30%	No	11 - 16 June 2018

Individual Essay

Due: **TBA in iLearn**
Weighting: **35%**

Length: **2,500 words**

Pick ONE of the topics below – you may also develop your own essay question in consultation with the course lecturer.

Employee Engagement

A key priority in the current HR agenda at many organisations is the challenge of finding and keeping employees who are highly engaged. An engaged employee is said to be highly committed, highly motivated and, is willing to recommend the organisation to others. What is the link between HR and employee engagement? How would you know if your employees are engaged? Your paper should identify engagement challenges and critique employee engagement initiatives at an organisation you know well.

Performance Management

How important is performance management in driving a successful business? In answering this question you should analyse the performance management processes and the impact of those policies at an organisation you know well. What are some opportunities for improvement? Your answer should consider the interaction of the following performance management strategies: performance-based pay, performance appraisals, performance counselling, 360 degree development and feedback and career management. The paper should analyse both positive and negative implications of the performance management system.

Compensation and Benefits

Effective and competitive compensation and benefits packages are integral to the attraction, motivation and retention of high quality employees. In this paper you should compare and

contrast compensation and benefits programs for two large companies. Why are they different and how are they different? In what ways do they enable strategic goals to be realised? How could both these systems be improved to enhance business performance and employee productivity and satisfaction?

Retention

What are the key stages in designing an effective retention plan for key personnel? Give an example of how an organisation you know well approaches employee retention. What problems have arisen around retention in this organisation and how might retention be improved?

Learning and Development

What are the key elements in creating an effective learning and development plan? Give an example of how an organisation you know well approaches the professional development of key employees through L&D. How might these programs be improved upon and the impact of L&D be assessed?

Career Planning

"Company funded career planning for an employee is no longer affordable or realistic. Within the new psychological contract staff should manage their own careers and their own career development. People are too disloyal these days to warrant company investment; once they are trained they will leave in search of better pay. To put it simply: the days of a loyal employee are gone." Dissect and discuss this quote weighing up its merits. Your paper should include a discussion of the role of career planning and build a case for or against employer funded career development and planning.

Diversity

Discuss the 'business case' for diversity in the workplace. How does the last organisation you worked for measure up in terms of diversity "best practice"? In your answer be sure to distinguish between legislative requirements for EEO and policies that encourage diversity in all its forms.

NOTE:

This piece of work should be written as an essay (headings are optional), not written as a report. Thus, presentation of ideas using tables alone or bullet point format is not appropriate. Ideas and points need to be developed, tables or figures used need to be explained, and arguments need to be persuasively developed and supported by facts and references. Your paper should flow in terms of the presentation of information, with sentences and paragraphs appropriately structured and logically linked. You should reference your work accurately, preferably using the Harvard (in text) citation method and a references list cited at the end of your essay. It is expected that students will do additional research to support the course readings and textbook.

No extensions will be granted. There will be a deduction of 10% 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 – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made and approved

Marking criteria will be provided in class / iLearn.

On successful completion you will be able to:

- Critique their own organisation's HRM policies and practices and design HR interventions to drive improved HR outcomes such as employee engagement and alignment to strategy, to improve attraction and retention and lift motivation.

Group Work - HR Business Case

Due: **TBA in iLearn**
Weighting: **35%**

Length: **3,000 words**

During an economic downturn or business slowdown often people initiatives such as training, flexible working, headcount or staff incentive schemes are often frozen or cut to save costs or to try and lift productivity. Research an organisation undergoing a downturn (primary research is preferred), if you decide it is prudent to make some HR related cutbacks you should say how they should be made and why. Alternatively you may wish to argue against proposed changes and if so your argument should make reference to the value that you perceive will be lost if the HR program is cut. The organisation involved could be one you are familiar with or that you have studied in your MBA so far or it may be on one you have read about in the business press.

Alternative question:

Develop a business case for a new and potentially far reaching HR initiative in an organisation you know well or have read about. The initiative should be one that is a potential 'game changer' for an organisation in an area of HR (for example instituting a 50% diversity target on recruitment pools for all new hires). It could be related to changing the way the firm undertakes performance management for example scrapping annual performance appraisals and replacing them with an alternative means of evaluating performance. For this assignment you are encouraged to examine HR proposals that go against conventional wisdom in HR.

No extensions will be granted. There will be a deduction of 10% 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 – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made and approved

Marking criteria will be provided in class / iLearn.

On successful completion you will be able to:

- Critically assess the contribution that well designed Human Resource Management systems make to goals within strategic plans and the link between HR and organizational performance.
- Synthesise multiple cultural perspectives with organizational drivers to foster HR policies and practices that meet the cultural needs of employees and that match the constraints

and business needs of the organisation.

Final Examination

Due: **11 - 16 June 2018**
Weighting: **30%**

Duration: **3 hours plus 10 minutes reading time** Format: **Closed-book**

A **final examination** will be held on the exam week (11 - 16 June 2018). Further information about the exam content and how to submit will be provided later in the course. Exams can take the form of case studies, multiple choice questions, short answer questions, and essay questions or combinations of these approaches.

On successful completion you will be able to:

- Critically assess the likely consequences of misaligned or poorly conceived reward systems on workplace behaviour organisational outcomes and stakeholder communities.

Delivery and Resources

Required Text

Boxall, P. & Purcell, J., Strategy Human Resource Management, 4th Edition, Palgrave Macmillan UK, ISBN: 9781137407634

Readings

Course readings have been selected to accompany the textbook and will be provided in pdf format in iLearn to be read electronically or printed as required. These are mostly academic journal articles that introduce you to the academic literature in the field of HRM and support your overall knowledge and provide a starting point for your essays. Students should read the collection selectively.

Leading Journals in HRM

Academy of Management Journal

American Sociological Review

Asia Pacific Journal of Human Resource Management

Harvard Business Review

Human Resources

Human Resource Management

Human Resource Management Journal

Industrial and Labor Relations Review

Journal of Management

Research in Personnel and Human Resources Management

Strategic Management Journal

Strategic Change

Organization Studies

Unit Materials & Other Readings

All other reading materials are incorporated in the unit folder (as listed below under the heading 'Sessions and Readings').

MGSM iLearn

The web page for this unit can be found at: https://ilearn.mq.edu.au/login/MGSM

Unit Schedule

Weekly class – Monday 6pm – 10pm (Starts: 9 April 2018)

No class on 2 April 2018, catchup class Fri 6pm-10pm 4 May 2018

The unit will be presented over 10 sessions as follows:

Session	Topics
1	Course Introduction – Aims and Underpinnings of HRM, Best Practices HR
2	Strategy and Strategic Human Resource Management
3	HR Systems and HR Metrics: the evolving "case for" HRM
4	Resourcing, Attraction, Recruitment and Selection
5	Managing Performance
6	Motivation and Rewards
7	Professional Development
8	Career Management, Retention and High Performance Cultures
9	Managing People Safely, Legally & Ethically, Managing Conflict
10	International HRM

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-centr

al). 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

PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Assessment tasks

- Group Work - HR Business Case
- Final Examination

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

- Critically assess the contribution that well designed Human Resource Management systems make to goals within strategic plans and the link between HR and organizational performance.
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- Critique their own organisation's HRM policies and practices and design HR interventions to drive improved HR outcomes such as employee engagement and alignment to strategy, to improve attraction and retention and lift motivation.
- Critically assess the likely consequences of misaligned or poorly conceived reward systems on workplace behaviour organisational outcomes and stakeholder communities.

Assessment tasks

- Individual Essay
- Group Work - HR Business Case
- Final Examination

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

- Critically assess the contribution that well designed Human Resource Management systems make to goals within strategic plans and the link between HR and organizational performance.
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Assessment tasks

- Individual Essay
- Group Work - HR Business Case
- Final Examination

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

- Critically assess the contribution that well designed Human Resource Management systems make to goals within strategic plans and the link between HR and organizational performance.
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Assessment tasks

- Individual Essay
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- Final Examination

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

- Critique their own organisation's HRM policies and practices and design HR interventions to drive improved HR outcomes such as employee engagement and alignment to strategy, to improve attraction and retention and lift motivation.
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Assessment tasks

- Individual Essay
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- Final Examination

PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

Learning outcome

- Critically assess the likely consequences of misaligned or poorly conceived reward systems on workplace behaviour organisational outcomes and stakeholder communities.

Assessment tasks

- Individual Essay
- Group Work - HR Business Case
- Final Examination

Alignment with MGSM's mission-driven attributes

Leadership: The unit develops in students an appreciation of the contribution of people management to organisational leadership and the role of strategic HR in effective strategic planning and implementation.

Global mindset: The unit instils in students an appreciation of the Anglo-American origins of management principles and proposes alternative beliefs and approaches to people management dilemmas such as more collectivized approaches to recognition, remuneration and performance management.

Citizenship: Students explore concepts such as organizational citizenship behaviour (OCB) and employee engagement, and gain an appreciation of the impact of corporate citizenship on employee alignment, attraction, retention and motivation.

Creating sustainable value: Students explore the unintended consequences of misaligned or poorly conceived reward systems on organizational behaviour and develop a deeper understanding of the impact of HR policies on external stakeholders.

Attendance Policy (MGSM)

The interactive environment of the classroom is central to the MGSM experience. Students are

required to attend the full duration of all classes for the units in which they are enrolled. We recognise that exceptional circumstances may occur, such as unavoidable travel on behalf of your organization or the serious illness or injury of you or a close family member.

Special consideration may be given for a maximum of 20% non-attendance for such circumstances as long as lecturers are contacted in advance, and supporting documentation provided, to request exemption from attendance. Failure to abide by these conditions may result in automatic withdrawal, with academic and/or financial penalty. The full Student Attendance Policy is published in the MGSM Student Handbook at https://students.mgsm.edu.au/handbook.

Content Disclaimer

These unit materials and the content of this unit are provided for educational purposes only and no decision should be made based on the material without obtaining independent professional advice relating to the particular circumstances involved.

Changes since First Published

Date	Description
19/04/2018	Make-up class date was changed to 4 May 2018
05/04/2018	Catchup class changed from 20 April to 27 April
12/03/2018	Changed the unit schedule. No class on 2 April 2018, catchup class Fri 6pm-10pm 20 April 2018