



# MGSM800

## Strategic Human Resource Management

Term 2 North Ryde 2019

*Department of Management*

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#### **Disclaimer**

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## General Information

Unit convenor and teaching staff

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By appointment

Credit points

4

Prerequisites

Admission to MBA or MMgmt 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
<u>Individual Assignment</u>	30%	No	TBA in iLearn
<u>Group Work -Media research</u>	30%	No	TBA in iLearn
<u>Final Examination</u>	40%	No	Exam Week: 10 - 16 June

### Individual Assignment

Due: **TBA in iLearn**

Weighting: **30%**

**Length: 1,500 words**

**(Marks will be divided -10% presentation, 20% essay)**

**Pick ONE of the topics below:**

#### **Human Resource Management in Australia**

Traditional human resource management (HRM) practices were developed and administered by the firm's HR department. Line managers are now playing a major role in developing and implementation HR practices. Why do you think non-HR managers are becoming more involved and developing and executing HR practices? In what ways you consider that HR managers can support line managers undertaking greater responsibility for the day to day use of HR?

#### **Strategic Human Resource Management**

Explain and examine the relationship between the HR function and the organisation's business strategy in a company with which you are familiar. Suggest how HR may improve its contribution to the achievement of the firm's business strategy. Discuss the feasibility of outsourcing HR in this firm.

## **The legal context of HRM**

Sexual harassment continues to be a significant issue in the workplace, although major inroads have been made in educating employees about it and putting preventive measures in place. Sexual harassment may involve a physical element (e.g. unwanted touching) and/or verbal taunts and teasing. Under basic human rights, individuals have the right to be free from any forms of harassment, meaning that there needs to be a feeling of mutual respect between people so that you treat someone as you would expect to be treated. What is involved in designing and implementing an anti-sexual-harassment policy in an organisation? Describe the steps you would take.

## **Recruitment and Selection**

Discuss the relative merits of internal versus external recruitment. What types of business strategies might best be supported by recruiting externally and what types might call for internal recruitment? What factors might lead a firm to decide to switch from internal to external recruitment or vice versa?

## **Retention**

What are the key stages in designing a retention plan for key personnel? Give an example of how an organisation you know well approaches retention. What problems have arisen around retention and how might this program be improved upon? Your paper should consider theories of job satisfaction.

## **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, career management considering both positive and negative implications of the system.

## **Compensation and Benefits at Two Leading Companies**

Effective competitive compensation and benefits packages are integral to the attraction, motivation and retention of quality employees. In this essay and presentation, 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?

## **Pay for Performance**

Your organisation has two business units. One unit is a long-established manufacturer of a product that competes on price and has not been subject to many technological innovations. The other business unit is just being started. It has no products yet, but it is working on developing a new technology for testing the effects of drugs on individuals via simulation instead of through lengthy clinical trials. Would you recommend that the two business units have the same pay programs for recognising individual contributions? Why or why not?

### **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.

### **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 professional development of key employees through learning and development. How might these programs be improved upon and their impact assessed?

### **International Human Resource Management**

Repatriation management is viewed by many international HR managers as a difficult challenge. Discuss the major issues and requirements for effective management of repatriates.

#### **NOTE:**

There are two parts to the assignment, an essay and a presentation. Your essay 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.

The presentation can be given as a power point presentation. Additional tips and help will be given in week 1.

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 -Media research

Due: **TBA in iLearn**

Weighting: **30%**

Length: **3,000 words (excluding references)**

For this assignment, you will analyse any media information in relation to human resources management (HRM) and business performance in and any of the material that we cover in class. This data can be obtained from media- in particular newspapers' articles, local or overseas. I encourage you to seek a least one article that covers cross-cultural issues in HR and firm performance. You will need to scan the environment for suitable material. This material needs to be collated and presented in a report format with its relevance to strategic human resource management. Use a report format (extended dot points and tables are entirely acceptable), but also provide supporting materials to support your case. The objective of this assignment is for you to become aware of the strategic HRM issues and how they relate to not only firm performance but also the learning activities in this subject. The focus should be regularly scanning and analysing human resource management issues as they are reported in the international and local media. In class, I will cover further details on researching tactics and strategies that will enable you to tackle this assignment with confidence. The idea is to tie the material we cover in class to everyday world issues relating to human resource management. A thorough analysis of five articles is recommended.

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: **Exam Week: 10 - 16 June**

Weighting: **40%**

Duration: **2 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**

**Kramar, R., Bartram, T. & De Cieri, H.** Human Resource Management, 5th edition, Palgrave Macmillan UK, ISBN: 13 978-174307053 6

## **Unit Readings**

Unit readings have been selected to accompany the textbook and will be provided on ilearn as required, additional. These are mostly academic journal articles that introduce you to the academic literature in the field of HRM and support your overall knowledge.

### **Leading Journals for HRM**

International Journal Human Resource Management

Personal Review

Human Resource Management Journal

### **Leading General Management Journals that often feature HRM**

Journal of Management Studies

British Journal Management

International Journal Management Reviews

Journal of Business Research

Harvard Business Review

Asia Pacific Journal of Business

## 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: 1 April 2019)**

The unit will be presented over 10 sessions as follows:

Session	Topics
1	Course Introduction –Human Resource Management (HRM) in Australia
2	Strategy and Strategic Human Resource Management
3	The Employment Legal Context
4	Resourcing, Attraction, Recruitment and Selection
5	Managing Performance
6	Motivation and Rewards
7	Learning and Development
8	Managing Diversity and Work Life-Balance
9	International HRM
10	Future of HRM, Evaluating, Improving and Course Review

## 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](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://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 published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) 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](http://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@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](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)

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@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

### 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 -Media research
- 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.
- 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**

- Individual Assignment
- Group Work -Media research
- 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.
- 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**

- Individual Assignment
- Group Work -Media research
- 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.
- 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**

- Individual Assignment
- Group Work -Media research
- 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.
- Critically assess the likely consequences of misaligned or poorly conceived reward systems on workplace behaviour organisational outcomes and stakeholder communities.

## **Assessment tasks**

- Individual Assignment
- Group Work -Media research
- 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 Assignment
- Group Work -Media research
- 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.