# HRM 328

**Strategic Human Resources Management**

S1 Day 2016

*Dept of Marketing and Management*

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## Disclaimer

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.
# General Information

<table>
<thead>
<tr>
<th>Unit convenor and teaching staff</th>
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<tbody>
<tr>
<td><strong>Convenor</strong></td>
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<tr>
<td>Associate Professor Louise Thornthwaite</td>
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<tr>
<td><code>louise.thornthwaite@mq.edu.au</code></td>
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<tr>
<td>Contact via <code>louise.thornthwaite@mq.edu.au</code></td>
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<tr>
<td>Building E4A Room 653</td>
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<td>Tuesday 2-3 pm, Thursday 12-1pm, and by appointment</td>
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<tr>
<th>Unit Co-ordinator, Lecturer &amp; Tutor</th>
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<tr>
<td>Suzanne Fawcus</td>
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<td><code>suzanne.fawcus@mq.edu.au</code></td>
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<tr>
<td>Ian Dunbar</td>
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<tr>
<td><code>ian.dunbar@mq.edu.au</code></td>
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<table>
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<th>Louise Thornthwaite</th>
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<td><code>louise.thornthwaite@mq.edu.au</code></td>
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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. The major activity and assessment task in the unit is a group-based consulting project involving a review of contemporary HR issues to develop strategic responses in case studies. Students will develop graduate capabilities in critical, analytical and integrative thinking and effective communication.

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 strategically 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 success of the organisation in terms of value, performance and employee wellbeing
- Understand the role of HR metrics, measurement and evaluation in strategic decision making.
- Think critically about the challenges facing HRM in specific contexts including industry sector, multidivisional and multinational firms
- Be an informed and critical consumer of HR products (e.g. Consultancy services)

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
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<tbody>
<tr>
<td>Tutorial Participation</td>
<td>10%</td>
<td>weeks 2-13</td>
</tr>
<tr>
<td>Individual Essay</td>
<td>30%</td>
<td>Thursday, 28 April, 5pm</td>
</tr>
<tr>
<td>Group Debate</td>
<td>20%</td>
<td>weeks 9-13 as scheduled</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>14 June - 1 July exam period</td>
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https://unitguides.mq.edu.au/unit_offerings/58924/unit_guide/print
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.

Participation is based on:

1. **demonstrating understanding in tutorials of required readings in weeks 1 to 6.** Students will be given specific questions to consider in their reading and these will be discussed in class;
2. **active engagement in case study and role play discussions.** This will require prior reading of distributed case studies so that students are prepared for the activities in class; and
3. **contributions to the question and answer/discussion sessions which follow group presentations.**

Your mark will be calculated from the first tutorial through to the last tutorial in week 12.

Constructive involvement in activities is important. Mobile phones and the internet should be turned off during tutorials. Key issues in relation to expectations of students in tutorials are outlined in brief below.

1. **Quality of contribution:** Students should endeavour to make a regular and informed contribution to discussion.
2. **Preparation:** In order to make an informed discussion, students should complete the recommended reading and relevant chapters of the textbook.
3. **Tolerance and Respect:** Students should allow fellow students to express contrary views and be prepared to debate points in a reasoned and tolerant manner. Students should behave in a respectful and courteous manner towards their Tutor and fellow students.
4. **Attendance:** In order to participate, students must attend tutorials. However students should note also that silent attendance is not sufficient to earn marks for participation.

On successful completion you will be able to:

- Understand the importance of thinking strategically about HRM from different theoretical perspectives and the implications for the roles of HR professionals
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- Understand the role of HR metrics, measurement and evaluation in strategic decision making.
- Think critically about the challenges facing HRM in specific contexts including industry sector, multidivisional and multinational firms
Individual Essay

Due: **Thursday, 28 April, 5pm**
Weighting: **30%**

This assessment item is an individually written assignment in which students will be required to critically analyse a particular strategic human resource issue or issues, using concepts covered in the Unit and scholarly literature to support their analysis. This essay has a maximum word limit of **2500 words**. The essay topic will be posted on ilearn in week 2.

The assessment criteria are outlined in the essay marking rubric located on ilearn. Students are expected to use at least 10 scholarly references in their analysis. Scholarly references generally include refereed journal articles and academic books/chapters. Students may use sections and subsections, in organising their essay but are not required to do so. This is purely a matter of choice! The objective is to produce a piece of individually written work that is organised in a logical and coherent manner, addresses the essay question in a focused way and uses scholarly references to support and substantiate the analysis.

The essay must be submitted **through Turnitin by 5.00 pm Thursday, 28 April (week 7)**. **There is No requirement to submit a hard copy.** All essays will be marked online. Feedback will be provided online and via the tutorial. Students may also discuss feedback with their tutor during an agreed time.

Extensions/penalties

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. No submission will be accepted after solutions have been posted.

On successful completion you will be able to:

- Understand the importance of thinking strategically about HRM from different theoretical perspectives and the implications for the roles of HR professionals
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Group Debate

Due: **weeks 9-13 as scheduled**
Weighting: **20%**

In the tutorials, students will be formed into teams for the purpose of engaging in a debate. Teams will have a maximum of 4 members.
Each debate will consist of two teams: an affirmative team that upholds the proposition and a negative team that opposes it. Debates will be scheduled for the last five weeks of semester. The number of debaters on each side should be equal and the time allowed for each side should be the same. Two objectives of the debates are that students develop an understanding of both sides of controversial strategic human resource management issues and have an opportunity to apply concepts in understanding the strategic and policy implications of the issues. The Debate Topics and Detailed Instructions and Guidelines for the conduct of the debates will be provided in separate documents lodged on ilearn in a file titled 'DEBATES'.

The formation of teams will occur in the week 3 tutorial and allocation of Debate Topics will occur during the week 4 tutorial. There will need to be an even number of groups in each tutorial. Note. No change of schedule or extensions will be granted unless the group provides a written request to their tutor (copying in the Convenor) at least two weeks prior to the tutorial in which they are scheduled to provide their presentation. Any rescheduling will only be granted under exceptional circumstances and subject to acceptance of the other team.

The structure of the debates is outlined in the detailed instructions. Each team will have an opportunity to present their first speech (5 min) a second speech (5 min) and then a rebuttal (5 min). As each of these will be 5 minutes - the total time allocated = 30 minutes. A chairperson presides over the debate and keeps time. The debating team's presentations are evaluated by the rest of the class and by the instructor. The criteria for evaluation will include the quality of the analysis, reasoning and evidence, organisation, rebuttals, and delivery. Final marks will be determined by the tutor. The marks for individual members in each team will usually be the same. However, marks may be adjusted where individual contributions demonstrably vary.

Each team should conduct research on its topic. Because of the current nature of the debate topics, you are encouraged to consult current periodicals (eg Harvard Business Review, Forbes Magazine) in addition to academic journals and books. Articles which the Convenor has placed on ilearn for each topic covered in the Lecture Program will also be useful.

In preparing for the debate and presenting speeches, 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 may also make a strong contribution to a team's case - 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.

On successful completion you will be able to:

- Understand the importance of thinking strategically 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 success
of the organisation in terms of value, performance and employee wellbeing

• Understand the role of HR metrics, measurement and evaluation in strategic decision making.
• Think critically about the challenges facing HRM in specific contexts including industry sector, multidivisional and multinational firms
• Be an informed and critical consumer of HR products (e.g. Consultancy services)

Final Examination
Due: 14 June - 1 July exam period
Weighting: 40%

A two hour exam will be held during the university exam period. Students will be required to answer a combination of short questions and longer essay-style questions. As a guide, these essay-style responses are expected to be a minimum of 2 pages in length. Note: Exam questions will be assessing students’ understanding of both the theoretical concepts covered in the course, functional areas of SHRM, and issues associated with management and organisation of SHRM in different corporate contexts.

Exam attendance: The university exam period for Session 1, 2016 is from 14 June - 1 July. You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in draft form approx 8 weeks before the commencement of examinations and in Final form approx 4 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.

On successful completion you will be able to:
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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.

Students should attend lectures and tutorials. This is not a distance education course. Attendance will be taken in lectures and tutorials. If students do not attend classes, it is assumed that they will undertake considerable independent research to make up for material covered in classes.

Unit Schedule

A Unit schedule is includes 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.

Textbook


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 databases.

**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**

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. Students should be aware of the following policies in particular with regard to Learning and Teaching:


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/](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

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**

- Understand the importance of thinking strategically 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 success of the organisation in terms of value, performance and employee wellbeing
- Understand the role of HR metrics, measurement and evaluation in strategic decision making.
- Think critically about the challenges facing HRM in specific contexts including industry sector, multidivisional and multinational firms
- Be an informed and critical consumer of HR products (e.g. Consultancy services)

**Assessment tasks**

- Tutorial Participation
- Individual Essay
- Group 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**

- Understand the importance of thinking strategically 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 success of the organisation in terms of value, performance and employee wellbeing
- Understand the role of HR metrics, measurement and evaluation in strategic decision making.
- Think critically about the challenges facing HRM in specific contexts including industry sector, multidivisional and multinational firms
- Be an informed and critical consumer of HR products (e.g. Consultancy services)
Assessment tasks

- Tutorial Participation
- Individual Essay
- Group 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

- Understand the importance of thinking strategically 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 success of the organisation in terms of value, performance and employee wellbeing
- Understand the role of HR metrics, measurement and evaluation in strategic decision making.
- Think critically about the challenges facing HRM in specific contexts including industry sector, multidivisional and multinational firms

Assessment tasks

- Tutorial Participation
- Individual Essay
- Group Debate
- 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

- Understand the importance of thinking strategically 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 success of the organisation in terms of value, performance and employee wellbeing
- Think critically about the challenges facing HRM in specific contexts including industry sector, multidivisional and multinational firms

Assessment tasks

- Tutorial Participation
- Individual Essay
- Group Debate
- Final Examination

Changes from Previous Offering

There are no changes from the previous offering.

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:

Blackwell.

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.

**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:

Approach, McGraw-Hill, Berkshire. (*)


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

Changes since First Published

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<tr>
<th>Date</th>
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<tr>
<td>24/02/2016</td>
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