BUS 850
Management of People at Work
S1 Evening 2017
Dept of Marketing and Management

Contents

General Information 2
Learning Outcomes 2
Assessment Tasks 3
Delivery and Resources 6
Unit Schedule 8
Policies and Procedures 9
Graduate Capabilities 10
Changes from Previous Offering 12
Global Contexts & Sustainability 12
Research and practice 13

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General Information

Unit convenor and teaching staff
Convenor
Dr Hector Viveros
hector.viveros@mq.edu.au
Contact via Email
Consultation by appointment

Credit points
4

Prerequisites
BUS651 or MKTG696 or (admission to MBiotech)

Corequisites
Co-badged status
MGMT750

Unit description
This unit provides students with contemporary knowledge and skills concerning the effective management of people at work. The unit reviews the key systems required for organisations to effectively manage their people in the context of their overall business strategy and the allied managerial skills required for successful implementation. Students learn what the options are for recruitment, selection, development, performance management, reward systems and other fundamental aspects of managing people and the key challenges facing organisations. A particular focus of this unit is the requirement for students to critically evaluate real organisational practices against contemporary theory as well as long established principles.

Important Academic Dates
Information about important academic dates including deadlines for withdrawing from units are available at https://students.mq.edu.au/important-dates

Learning Outcomes

1. Understand the importance of thinking strategically about HRM from different theoretical perspectives and the implications for the roles of HR professionals
2. Identify key strategic areas of HR practice and their potential contribution to the creation of value, competitive advantage and employee wellbeing
3. Explain how metrics, measurement and evaluation contribute to HR sustainability
4. Understand some of the key contemporary issues for human resource management
5. Develop teamwork and presentation skills

**Assessment Tasks**

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Hurdle</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessed Coursework</td>
<td>10%</td>
<td>No</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Essay</td>
<td>30%</td>
<td>No</td>
<td>Week 7, 10th April 2017</td>
</tr>
<tr>
<td>Group presentation</td>
<td>20%</td>
<td>No</td>
<td>Weeks 8-12 as per schedule</td>
</tr>
<tr>
<td>Final exam</td>
<td>40%</td>
<td>No</td>
<td>Final exam period</td>
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**Assessed Coursework**

**Due:** Ongoing  
**Weighting:** 10%

In sessions in weeks 2, 5, 8 and 10 students will be asked to complete a "20 minute debrief" (20MD) activity (2.5% each). In these activities students will work in groups of 4 students, to answer questions that requires knowledge of the allocated article/case study for the week. The case studies will be uploaded on iLearn in the relevant week’s folder in advance – STUDENTS ARE EXPECTED TO COME TO THE LECTURE HAVING READ THE CASE. The questions will only be available at the beginning of the activity and will not be made available on iLearn. Students will hand in to the lecturer their group’s answer in writing: ONE PAGE of handwritten notes that answer the question at hand. Students not attending to the lecture will not receive a mark for this activity. Details and assessment criteria are provided in the Assessment Guidelines Document available on iLearn and questions on this assessment will be answered in the lecture.

Active participation by students in this Unit is essential to the teaching and learning mode. Participation enables clarification, discussion and debate about concepts and materials covered in the Unit as well as the active exploration of HR practices through role playing and case study analysis. Students are expected to attend each weekly session prepared to contribute and engage in class activities.

**Note on late submissions:** No extensions will be granted. Students who have not submitted the assessed coursework on time will be awarded a mark of 0 for this task, except for cases in which an application for Disruption to Studies is made and approved.

**Key issues** in relation to expectations of students are briefly outlined below. 1. **Quality of contribution:** Students should endeavour to make a regular and informed contribution to discussion. 2. **Preparation:** To make an informed discussion, students should complete the recommended reading and relevant chapters of the textbook. 3. **Tolerance and Respect:** Group members should allow fellow students to express contrary views and be prepared to debate points in a reasoned and tolerant manner. Students should also behave with respect and courtesy towards the Convenor and fellow students. 4. **Attendance:** To participate, students
must attend classes.

This Assessment Task relates to the following Learning Outcomes:

• Identify key strategic areas of HR practice and their potential contribution to the creation of value, competitive advantage and employee wellbeing
• Understand some of the key contemporary issues for human resource management
• Develop teamwork and presentation skills

Essay

Due: Week 7, 10th April 2017
Weighting: 30%

This individually written essay allows students to critically analyse current SHRM theories and provide examples of their practical applications. The essay aims at assisting students in developing and demonstrating postgraduate level research skills including critical analysis and academic writing.

Submission Details: The word limit of the essay is 1500 words. Details and marking criteria are provided in the Assessment Guidelines Document available on iLearn and questions on this assessment will be answered in the lecture. The essay is to be submitted through Turnitin on iLearn and in hardcopy in the session.

Format and layout: Essays should be double spaced in Time New Roman font size 12, with either APA or Harvard referencing. There are to be no tables of contents, footnotes, or abstracts.

Note on late submissions: No extensions will be granted. There will be a deduction of 20% 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 – 40% penalty). Late tasks will be accepted up to 72 hours (3 days) after the submission deadline. This penalty does not apply for cases in which an application for Disruption to Studies is made and approved.

This Assessment Task relates to the following Learning Outcomes:

• 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 presentation

Due: Weeks 8-12 as per schedule
Weighting: 20%

This assignment involves analysis of how particular case study organisations manage specific aspects of managing people at work. The purpose of this assessment is to develop your skills in team building and case analysis and to provide you with the opportunity to develop competent workshop facilitation skills. In weeks 8-12 students will conduct 25 minutes presentations in groups of 4 students. In addition, you should lead a whole of class activity relevant to the presentation of your topic. The activity must take 10 minutes (Presentation + activity up to 35 min in total). Students are expected to use Powerpoint or Prezi for their presentation and provide a print-out copy of their materials to the tutor. Peer evaluation forms will also be used for this assignment. The group presentation consists of 2 components – collective (10%) and individual (10%). Each group member receives the same mark for the collective component of the group presentation. Each group member may receive a different mark for the individual component (individual performance).

The groups may assume the position of an external management consulting firm hired to research the organisation’s HRM practices and their strategic implementations and provide professional recommendations. Details and marking criteria are provided in the Assessment Guidelines document available on iLearn. Questions on this assessment will be answered during the lectures.

Note on extensions: No extensions will be granted. Students who are not present for their group’s presentation will be awarded a mark of 0 for the presentation, except for cases in which an application for Disruption to Studies is made and approved.

Research sources: In the research for their presentation, students should draw on sources they can obtain about the company both online and in print eg the company's webpage and annual reports; articles in business magazines, newspapers and other media reports; and independent reports which can build an understanding of the company and environment in which it is operating. You may also find if you search the library database that there are articles which contain research on the relevant company in academic journals as well as in HR practitioner journals. When using practitioner journals, students should remain conscious that articles generally express particular views rather than balanced, evidence-based analyses. Business magazines such as Harvard Business Review, Forbes, the Australian Financial Review, HR Monthly (from AHRI) and journal articles are often a great source of such practices and strategies. But groups must remain practical - and consider such issues as cost, laws, labour skills, markets, politics and other challenges in implementing HRM practices. Please note, you must not approach a company directly - unless of course you are an employee there already.

This Assessment Task relates to the following Learning Outcomes:

- 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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• Develop teamwork and presentation skills

Final exam
Due: Final exam period
Weighting: 40%

A two hour exam will be held during the university exam period. Students will be required to answer both short essay questions and short answer questions. As a guide, essay responses are expected to be a minimum of 2 pages in length. Students will be assessed on their ability to analyse and argue the relevance and application of HRM principles in key areas of practice to particular company contexts. Students are expected to present themselves for examination at the time and place designated in the University Examination Timetable. Documented illness or unavoidable disruption are the only exceptions when students can apply for Disruption of Studies. Consult Final Examination Policy for further details.

This Assessment Task relates to the following Learning Outcomes:
• 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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Delivery and Resources
• This Unit is taught in a three hour workshop mode. The workshop consists of 3 hours face-to-face per week, an interactive workshop format to maximise learning opportunities.
• The timetable for classes can be found on the University web site at:http://www.timetables.mq.edu.au/
• Delivery of classes will be performed in lectures including substantial class discussions, question and answers, in-class case studies and group case study presentations, role plays, brainstorming and group activities.

Technology Used and Required Technology: iLearn.

Please ensure that you have access to a personal computer so you are able to use iLearn. Students will find resources to assist their study on iLearn, such as lecture notes and other resources. Please check iLearn regularly for announcements.

Required and Recommended Reading Students are required to take considerable responsibility for their own learning in this Unit. 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. Additional readings have been lodged on iLearn - these are not compulsory but will expand your knowledge of each topic area. Students need to make their own judgments about how much reading they do, and which readings they select.


**Additional Recommended Reading** Some other books you may find useful for particular topics:


Journals recommended for HRM study include:


- 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.

**Students’ Responsibility for Learning**

• Students are expected to take responsibility for their learning by reading the relevant chapter in the textbook or other compulsory readings where indicated.
• Students are expected to read and research each topic in advance, participate in class and tutorial discussions and maintain a strong interest in current issues and changes in HRM.

**Unit Web Page** The web page for this unit can be accessed via http://ilearn.mq.edu.au

Please check the iLearn site at least weekly for announcements and to access teaching and learning materials loaded onto the site as the course progresses.

**Research and Practice** This unit provides practice in applying research findings in your assignments. It also provides opportunities to conduct your own research through journal articles, texts and online data bases.

**Satisfactory completion of this Unit will require:** • 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**

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<tr>
<th>Week 1: 27th February 2017</th>
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<tbody>
<tr>
<td>Introduction to the unit:</td>
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<tr>
<td>Lecture: Managing People and Human Resource Management - What is it all about? What factors influence strategy?</td>
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<thead>
<tr>
<th>Week 2: 6th March 2017</th>
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<tbody>
<tr>
<td>Linking business strategy with HRM strategy.</td>
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<tr>
<th>Week 3: 13th March 2017</th>
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<tbody>
<tr>
<td>Job Analysis, Job Design and Quality of Working Life</td>
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<tr>
<th>Week 4: 20th March 2017</th>
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<tbody>
<tr>
<td>Recruiting Human Resources</td>
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<tr>
<th>Week 5: 27th March 2017</th>
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<tbody>
<tr>
<td>Employee selection</td>
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https://unitguides.mq.edu.au/unit_offerings/75397/unit_guide/print
Week 6: 3rd April 2017
Appraising and Managing Performance

Week 7: 10th April 2017
Human Resource Development & Career Management

Session 1 Recess 17th - 28th April 2017

Week 8: 1st May 2017
Managing Diversity

Week 9: 8th May 2017
Employee Health and Safety

Week 10: 15th May 2017
Rewarding Human Resources

Week 11: 22nd May 2017
Managing employees in the multinational firm & international context

Week 12: 29th May 2017
Change Management and evaluating the HR Function

Week 13: 5th June 2017
Guest Lecture, Course Review and Exam briefing

Exam Period 12th - 30th June

**Policies and Procedures**

Macquarie University policies and procedures are accessible from [Policy Central](http://mq.edu.au/policy/docs). 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](http://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/](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 Enquiry Service**

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

**Equity 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.

**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 - 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**

- 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 creation of value, competitive advantage and employee wellbeing
- Explain how metrics, measurement and evaluation contribute to HR sustainability
- Understand some of the key contemporary issues for human resource management

**Assessment tasks**

- Assessed Coursework
- Essay
- Group presentation
- Final exam

**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**

- 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 creation of value, competitive advantage and employee wellbeing
- Explain how metrics, measurement and evaluation contribute to HR sustainability
- Understand some of the key contemporary issues for human resource management
- Develop teamwork and presentation skills

**Assessment tasks**

- Assessed Coursework
- Essay
- Group presentation
Final exam

**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**

- 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 creation of value, competitive advantage and employee wellbeing
- Explain how metrics, measurement and evaluation contribute to HR sustainability
- Develop teamwork and presentation skills

**Assessment tasks**

- Assessed Coursework
- Essay
- Group presentation

**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:

**Learning outcome**

- Develop teamwork and presentation skills

**Changes from Previous Offering**

The unit discussion topics, readings and examples have been updated since its last offering.

**Global Contexts & Sustainability**

The Australian context is used as the base case to illustrate human resources functions in global contexts, and international organisations are used as case studies in most instances. Students are encouraged to share their knowledge of international experiences that may demonstrate consistency or contrast with local practice. There is one full lecture devoted to specific
international contexts. Sustainability and sustainable practices are incorporated into all lectures.

Research and practice

Research used in this Unit This unit uses research from internal (Macquarie University) and external sources, both theory oriented and industry (case study) based, for example:


In the unit, both classic and most recent research works are used, for example:


Connections between the content of the unit and current research

1. Lectures and discussions are designed on the basis of the textbook and relevant scholarly research studies, with a constant theme being to integrate understanding of actual and emergent policy and practice with evidence on what happens, what works, and what is possible.
2. The individual essay requires students to locate and demonstrate their understanding...
of contemporary scholarly research in the light of concepts and issues covered in the textbook and lectures.

3. The assessment criteria of the group presentation includes research criterion which judges students’ ability to relate research findings to their practical cases; to demonstrate broader literature knowledge and to critically evaluate HR practices using relevant and rigorous research.