



# HRM 107

## Introduction to Human Resources

S2 Evening 2018

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

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#### **Disclaimer**

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## General Information

Unit convenor and teaching staff

Lecturer

Jen Pryor

[jennifer.pryor@mq.edu.au](mailto:jennifer.pryor@mq.edu.au)

Wednesdays 3 - 4 pm. Please email me if you wish to meet during this time.

Teaching assistant

Jackie Gorrick

[jackie.gorrick@mq.edu.au](mailto:jackie.gorrick@mq.edu.au)

Credit points

3

Prerequisites

Corequisites

Co-badged status

Unit description

This unit provides an introduction to human resource management (HRM) in Australia, key policies and practices and contemporary environmental influences on HR strategy formation. Major topic areas include: human resource planning and staffing; employee training and development; performance appraisal; managing a workforce; and workplace health and safety. On completion of this unit students will be able to demonstrate the links between the different areas of HRM and the contribution of HRM in businesses. Students will develop graduate capabilities in a range of areas including critical thinking, creativity and innovation and communication skills.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

- Identify and investigate key concepts and theories in Human Resource Management.
- Explain and analyse the connection between Human Resource Management and organisational processes, plans and policies which deliver sustainable organisations.
- Apply knowledge of HR principles in a verbal debate using persuasive communication

skills.

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

## General Assessment Information

Important:

It is the responsibility of students to view their marks for each within session assessment on iLearn within 10 days of posting. If there are any discrepancies, students must contact the Unit Convenor immediately. Failure to do so will mean that queries received after the release of final results regarding assessment marks (not including the final exam mark) will not be addressed.

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

## Assessment Tasks

| Name                                      | Weighting | Hurdle | Due                       |
|---|-----------|--------|---------------------------|
| <a href="#"><u>Individual Report</u></a>  | 35%       | No     | Monday 8th October, 2018  |
| <a href="#"><u>In-tutorial Debate</u></a> | 15%       | No     | Weeks 4,5,7,8 & 11.       |
| <a href="#"><u>Final Examination</u></a>  | 50%       | No     | Formal Examination Period |

### Individual Report

Due: **Monday 8th October, 2018**

Weighting: **35%**

Examining the role of HRM in organisations, with emphasis on sustainable thinking, research and report writing skills. See Assessment Guide on iLearn for details.

**Submission details:** Students upload the assignment to the turnitin drop box by the due date.

**Late submissions:** No extensions will be granted. There will be a deduction of 20% of the total marks available for the assignment for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 40% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved.

On successful completion you will be able to:

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

## In-tutorial Debate

Due: **Weeks 4,5,7,8 & 11.**

Weighting: **15%**

Apply knowledge of HR principles in a verbal debate using persuasive communication skills. This task emphasises critical thinking, arguing and substantiating a point of view. Students debate as a team, but are assessed individually. See Assessment Guide on iLearn for more details.

**Late submissions:** Students who are absent from class on the day they are allocated to debate will be awarded a mark of 0 for the task, except for cases in which an application for Special Consideration is made and approved. Policy allows for the provision of one additional assessment task. This task need not be the same as the missed assessment. It could be a homework, essay or oral task. In submitting an application for Special Consideration, the student is agreeing to make themselves available so that they can complete any extra work as required. The time and date, deadline or format of any required extra assessable work is not negotiable.

Special Consideration applications are only required if an assessment item (debate or report) will be impacted.

On successful completion you will be able to:

- Identify and investigate key concepts and theories in Human Resource Management.
- Apply knowledge of HR principles in a verbal debate using persuasive communication skills.
- Develop and apply effective critical thinking and argument-making skills.

## Final Examination

Due: **Formal Examination Period**

Weighting: **50%**

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

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

The exam is 2 hours in duration and is 'closed book'. The exam will be held during the University's examination period. Some further clarification of structure and content will be given in the final lecture.

On successful completion you will be able to:

- Identify and investigate key concepts and theories in Human Resource Management.
- Develop and apply effective critical thinking and argument-making skills.

## Delivery and Resources

### Classes

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

The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>

- Once the debate groups are formed (week 2), students **cannot change** their classes.
- Attendance will be taken in all tutorials.

### Technology Used and Required

Students are required to learn how to use word processing, iLearn and the library journals catalogue

### Unit web page

Course material is available on the learning management system (ilearn).

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

### Required texts and materials

The Compulsory Text for the unit is:

Nankervis, A., Baird, M., Coffey, J., & Shields, J. (2017). *Human resource management: Strategy and practice* (9<sup>th</sup> ed.). Melbourne: Cengage. This text can now be purchased from the Macquarie University Co-op Bookshop.

### Requirements to Complete the Unit Satisfactorily

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

## Unit Schedule

Topics to be covered each week are as follows:

| Week | Week Commencing | Lecture Topic (& reading)                | Tutorial Topic (see detailed program below)                     |
|------|-----------------|--|---|
| 1    | 30th July       | Unit Overview<br>Evolution of HRM (Ch 1) | ** Tutorials commence in Week 1**<br>Assessment & unit overview |

|  |                |   |  |
|--|----------------|---|--|
| 2  | 6th August     | The Context of HRM (Ch 2)   | The Evolution of HRM (Ch 1)<br><b>**Groups are formed for debates**</b>                |
| 3  | 13th August    | Employment Relationships, Industrial Relations and HRM (Ch 3)                   | Understanding Argument Making and Debating Processes                                   |
| 4  | 20th August    | The Role of Law and Regulation in HRM (Ch 3)                                    | Employment Relationships, Industrial Relations and HRM (Ch 3)<br><b>Group Debate 1</b> |
| 5  | 27th August    | HR Planning (Ch 4 and 5)  | Role of Law and Regulation in HRM (Ch 3)<br><b>Group Debate 2</b>                      |
| 6  | 3rd September  | Recruitment & Selection (Ch 6)  | HR Planning (Ch 4 and 5)   |
| 7  | 10th September | Learning & Development (Ch 7)   | Recruitment & Selection (Ch 6)<br><b>Group Debate 3</b>                                |
| <b>MID SESSION BREAK 17th September to 1st October</b> |                |   |  |
| 8  | 1st October    | Maximising Performance (Ch 8)   | Learning and Development (Ch 7)<br><b>Group Debate 4</b>                               |
| 9  | 8th October    | <b>NO LECTURES THIS WEEK</b><br><b><u>REPORT DUE: 10am Monday October 8</u></b> | <b>NO TUTORIALS THIS WEEK</b>  |
| 10   | 15th October   | Remuneration & Benefits (Ch 9)  | Maximising Performance (Ch 8)  |
| 11   | 22nd October   | Negotiation at the Workplace (Ch 11)  | Remuneration & Benefits (Ch 9)<br><b>Group Debate 5</b>                                |
| 12   | 29th October   | Workplace Health and Safety & Employee Wellbeing (Ch 10)                        | Understanding the Processes Underpinning Effective Negotiations (Ch 11)                |
| 13   | 5th November   | Future of HRM, Subject Review and Exam Preparation                              | WHS & Employee Wellbeing (Ch 10) & Exam Preparation                                    |

## 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 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).

**Students are required to obtain an overall mark of 50% in order to pass this unit.**

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

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

## IT Help

For help with University computer systems and technology, visit [http://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/).

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.

## Graduate Capabilities

### Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

### Learning outcomes

- Identify and investigate key concepts and theories in Human Resource Management.
- Explain and analyse the connection between Human Resource Management and organisational processes, plans and policies which deliver sustainable organisations.
- Apply knowledge of HR principles in a verbal debate using persuasive communication skills.
- Develop and apply effective critical thinking and argument-making skills.

### Assessment tasks

- Individual Report
- In-tutorial Debate
- Final Examination

### Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.



This graduate capability is supported by:

## **Learning outcomes**

- Identify and investigate key concepts and theories in Human Resource Management.
- Explain and analyse the connection between Human Resource Management and organisational processes, plans and policies which deliver sustainable organisations.
- Apply knowledge of HR principles in a verbal debate using persuasive communication skills.
- Develop and apply effective critical thinking and argument-making skills.

## **Assessment tasks**

- Individual Report
- In-tutorial 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:

## **Assessment tasks**

- Individual Report
- In-tutorial 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**

- Identify and investigate key concepts and theories in Human Resource Management.
- Explain and analyse the connection between Human Resource Management and organisational processes, plans and policies which deliver sustainable organisations.

- Apply knowledge of HR principles in a verbal debate using persuasive communication skills.
- Develop and apply effective critical thinking and argument-making skills.

## Socially and Environmentally Active and Responsible

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

This graduate capability is supported by:

### Learning outcomes

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

### Assessment task

- Final Examination

## Changes from Previous Offering

The major report was previously a Group Report (75% of the grade was based on individual contribution 25% was based on group contributions). In S2 2018, this has been changed to an Individual Report with a value of 35% of the overall grade. The weighting of the debate has increased to 15%.

## Research and Practice

This unit gives you practice in applying research findings in your assignments

This unit gives you opportunities to conduct your own research

### The Compulsory Text for the unit is:

Nankervis, A., Baird, M., Coffey, J., & Shields, J. (2017). Human resource management: Strategy and practice (9th ed.). Melbourne: Cengage. This text can now be purchased from the Macquarie University Co-op Bookshop.

### Other useful texts which comprehensively cover the core material include:

- Bratton, J., & Gold, J. (2012). Human resource management: Theory and practice (5th ed.). Basingstoke: Palgrave Macmillan.
- De Cieri, H., Kramar, R., Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2008). Human resource management in Australia: Strategy, people and performance

(3rd ed.). North Ryde, NSW: McGraw-Hill.

- Stone, R. J. (2013). Human resource management (8th ed.). Milton, QLD: John Wiley & Sons

The publications listed below are highly recommended for further reading on the topics covered in the unit. Students should also consult them for the research and preparation of assignments.

## **Books**

These are suggested books in order to broaden your reading.

- Boxall, P., & Purcell, J. (2011). Strategy and human resource management (3rd ed.). Basingstoke: Palgrave Macmillan.
- Bratton, J., & Gold, J. (2012). Human resource management: Theory and practice (5th ed.). Basingstoke: Palgrave Macmillan.
- Brewster, C., Carey, L., Dowling, P., Grobbler, P., Holland, P., & Warnich, S. (2007). Contemporary issues in human resource management: Gaining a competitive advantage (2nd ed.). Cape Town: Oxford University Press.
- De Cieri, H., Kramar, R., Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2008). Human resource management in Australia: Strategy, people and performance (3rd ed.). North Ryde, NSW: McGraw-Hill.
- Legge, K. (1995). Human resource management: Rhetorics and realities. Basingstoke: Macmillan Business. [also 2005 Anniversary edition].
- Leopold, J., & Harris, L. (2009). The strategic managing of human resources (2nd ed.). London: Pearson Education.
- Noe, R., & Winkler, C. (2009). Employee training and development for Australia and New Zealand. North Ryde, NSW: McGraw-Hill.
- Shields, J. (2007). Managing employee performance and reward: Concepts, practices, strategies. Port Melbourne: Cambridge University Press.
- Stone, R. J. (2013). Human resource management (8th ed.). Milton, QLD: John Wiley & Sons.

## **Journals**

Apart from books, students will find it invaluable to get into the practice of reading relevant articles from journals. Below students will find a list of journals to start their reading and research. Those suggested can all be found within the university library system.

- Academy of Management Journal Journal of Industrial Relations
- Asia Pacific Journal of Human Resources Work, Employment & Society

- Australian Journal of Management Employee Relations
- Human Resource Management Journal Harvard Business Review
- International Journal of Human Resource Management

**Some useful websites:**

- <http://www.fwa.gov.au> <http://www.ilr.cornell.edu/>
- <http://www.ahri.com.au> <http://www.shrm.org>
- <http://www.deewr.gov.au/> <http://www.hreoc.gov.au/>
- <http://www.ilo.org/> <http://www.psmpc.gov.au/>
- [http://europa.eu.int/comm/dg05/index\\_en.htm](http://europa.eu.int/comm/dg05/index_en.htm)
- <http://www.innovations.gov.au>