



# MGMT750

## Management of People at Work

S2 Day 2019

*Department of Management*

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## General Information

Unit convenor and teaching staff

Convenor

Louise Thornthwaite

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Contact via Email

Please view via iLearn - <https://ilearn.mq.edu.au/login/>

Credit points

4

Prerequisites

Admission to MRes

Corequisites

Co-badged status

BUS850

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. A particular focus of this unit is the requirement for students to critically review and evaluate the academic and professional literature, theories and research in the field of the management of people at work.

## 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:

Evaluate recent developments and contemporary issues in managing people at work.

Defend the importance of thinking strategically about HRM from different theoretical perspectives and the implications for the roles of HR professionals.

Critically analyse HR policies and practices against contemporary theory and established principles.

Design HR strategies in key areas of practice that support the creation of value and

competitive advantage while also promoting employee wellbeing and decent work

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#">Case Studies</a>	10%	No	Weeks 4, 5, 8 & 9
<a href="#">Individual Essay</a>	30%	No	Week 6
<a href="#">Group Presentation</a>	20%	No	Weeks 9-13
<a href="#">Literature Review Essay</a>	40%	No	Week 12

### Case Studies

Due: **Weeks 4, 5, 8 & 9**

Weighting: **10%**

**Case Studies Assessment Summary Task Description** Written de-briefing of each case study allows students to demonstrate their understanding and critical evaluation of key contemporary issues for HR management and identify strategic areas of HR practice and their potential contribution to the creation of value, competitive advantage and employee wellbeing. **Type of Collaboration** Individual **Submission** Submitted in Class **Format** Word Document. Please refer to the [iLearn](#) Unit page **Length** N/A **Inherent Task Requirements** In addition to physical attendance, quality participation is required. **Late Submission** No extensions will be granted. Students who have not submitted the case studies on time will be awarded a **mark of 0 (zero)** for this task.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Evaluate recent developments and contemporary issues in managing people at work.
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### Individual Essay

Due: **Week 6**

Weighting: **30%**

**Individual Essay Assessment Summary Task Description** This individually written essay allows students to critically analyse policies and practices for managing people at work using the lens of current concepts and theories on Managing People. The essay aims at assisting students in developing and demonstrating postgraduate level research skills including critical analysis and academic writing. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on [iLearn](#) **Format** Please refer to the [iLearn](#) Unit page **Length** 1,500 words +/-10%, excluding reference list and in text references **Inherent Task Requirements** N/A **Late Submission** Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** made from the total available marks for each **24 hour period** or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

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## Group Presentation

Due: **Weeks 9-13**

Weighting: **20%**

### **Group Presentation Assessment Summary Task Description**

This assignment involves analysis of how particular case study organisations manage specific aspects of managing people at work. Groups will be allocated to examine a particular firm and a particular managing people topic in relation to that firm. The purpose of this assessment is to develop your skills in the critical evaluation of existing HR policy and practice in firms and the option for redesigning approaches to managing people..

The group presentation consists of **2 components – collective (10%) and individual (10%)**.

**Type of Collaboration** Group **Submission** In class presentation. Please Submit Via Turnitin Link on [iLearn](#) **Format** Copy of the presentation is to be submitted on [iLearn](#) prior to class presentation. Refer to iLearn for details. **Length** 15 minutes **Inherent Task Requirements** Physical attendance is required for the group presentation. **Late Submission** No extensions will be granted. Students who are not present for their group's presentation will be awarded a **mark of 0 (zero)** for the presentation.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made

and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Critically analyse HR policies and practices against contemporary theory and established principles.
- Design HR strategies in key areas of practice that support the creation of value and competitive advantage while also promoting employee wellbeing and decent work

## Literature Review Essay

Due: **Week 12**

Weighting: **40%**

**Literature Review Essay Assessment Summary Task Description** Students undertaking MGMT750 are required to undertake a literature review essay as their 4th assessment item. The topic will align with **both** the *Managing People* subject matter of this Unit and with their *MRes research* focus. Where an alignment with the student's MRes focus cannot be found, the literature review will be on a topic wholly within the Managing People focus of this Unit. Students submit a review which encompasses the major threads of literature on the given topic, while also critiquing this literature (eg scope, research methods, depth, breadth) and identifying gaps for future research. **Type of Collaboration** Individual **Submission** Submit Online. Please refer to the [iLearn](#) Unit page for details. **Format** Please refer to the [iLearn](#) Unit page for details. **Length** 2,400 words (with an allowance of +/- 10%). **Inherent Task Requirements** None **Late Submission**

Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** made from the total available marks for each **24 hour period** or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.

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## Delivery and Resources

<b>Required text</b>	<p>There is a textbook set for the Unit (see below) but this does not cover every topic:</p> <ul style="list-style-type: none"><li>• <b>Stone, Raymond (2018) Managing Human Resources, 9th Edition, John Wiley &amp; Sons, Milton Qld.</b></li></ul>
<b>Unit web page</b>	<p>The web page for this unit can be found at: <a href="https://ilearn.mq.edu.au/login">https://ilearn.mq.edu.au/login</a></p>
<b>Technology Used and Required</b>	<p>Please ensure that you have access to a personal computer so you are able to use <a href="#">iLearn</a>. Students will find resources to assist their study on <a href="#">iLearn</a>, such as lecture notes and other resources. Please check <a href="#">iLearn</a> regularly for announcements.</p>
<b>Delivery Format and Other Details</b>	<ul style="list-style-type: none"><li>• Number and length of classes: This Unit is taught in a three hour workshop mode. The workshop consists of <b>3 hours face-to-face per week</b>, an interactive workshop format to maximise learning opportunities. Classes may vary due to public holiday(s).</li><li>• The timetable for classes can be found on the University web site at: <a href="http://www.timetables.mq.edu.au/">http://www.timetables.mq.edu.au/</a></li></ul>

**Recommended readings**

Additional readings have been lodged on iLearn - these are not compulsory but will expand your knowledge of each topic area.

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

Baird, M. Hancock, K. and Isaac, J. (2011) *Work and Employment Relations: An Era of Change* Federation Press, Sydney.

Wilkinson, A. Redman, T. and Dundon, T., (2017) *Contemporary Human Resource Management: text and cases*. 5th edition, Pearson Education.

Bosellie P., (2010), *Strategic Human Resource Management: A Balanced Approach*, McGraw-Hill, Berkshire.

Parker, J. and Baird, M. (2018) *The Big Issues in Employment: HR Management and Employment Relations in Australasia* - 2nd Edition. Wolters Kluwer.

Armstrong, M. (2011) *Armstrong's Handbook of Strategic Human Resource Management*, Kogan Page Publishers.

Nel, P. Werner, A. Fazey, M et al (2016) *Human Resource Management in Australia*. Second Edition. Oxford University Press.

Marchington, M. and Wilkinson, A., (2002) *People Management and Development: Human Resource Management at Work*, 2nd ed, CIPD, London.

Mello, J. (2010) *Strategic Human Resource Management*, Cengage Learning.

Millmore, M, Lewis, P. et al (2007) *Strategic Human Resource Management*, Prentice-Hall, Essex.

Salaman, G. Storey, J., and Billsbery, J., (2005) *Strategic Human Resource Management: Theory and Practice*, Sage, London.

Storey, J., Wright, P., and Ulrich, D., (2009) *The Routledge Companion to Strategic Human Resource Management*, Routledge, Abingdon.

**Journals recommended for HRM study include:**

**Academic Journals**

Journal of Industrial Relations (Aust)

Human Resource Management Journal (UK)

- 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.

## Unit Schedule

**Week 1:**

Introduction to the unit:

Lecture: Managing People and Human Resource Management - What is it all about? What factors influence strategy?

**Week 2:**

Seeking Competitive Advantage through HRM 1: Online Study Week – please refer to Ilearn Week 2

**Week 3:**

Seeking competitive advantage through HRM 2.

**Week 4:**

Job Analysis, Job Design and the Quality of Working Life

**Week 5:**

Recruiting Human Resources

**Week 6:**

Employee selection

**Week 7:**

Appraising and Managing Performance

**Mid Semester Break**

**Week 8:**

Human Resource Development & Career Management

**Week 9:**

Managing Diversity

**Week 10:**

Employee Health and Safety

**Week 11:**

Rewarding Human Resources

**Week 12:**

Managing employees in the multinational firm & international context



**Week 13:**

Course Review, Exam briefing and Final presentations

**Exam Period**

## 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 \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central).

## 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 - 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

- Evaluate recent developments and contemporary issues in managing people at work.
- Defend the importance of thinking strategically about HRM from different theoretical perspectives and the implications for the roles of HR professionals.
- Critically analyse HR policies and practices against contemporary theory and established principles.
- Design HR strategies in key areas of practice that support the creation of value and competitive advantage while also promoting employee wellbeing and decent work

## Assessment tasks

- Case Studies
- Individual Essay
- Group Presentation
- Literature Review Essay

## 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

- Evaluate recent developments and contemporary issues in managing people at work.
- Defend the importance of thinking strategically about HRM from different theoretical perspectives and the implications for the roles of HR professionals.
- Critically analyse HR policies and practices against contemporary theory and established principles.

## Assessment tasks

- Case Studies
- Individual Essay
- Group Presentation
- Literature Review Essay

## 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

- Evaluate recent developments and contemporary issues in managing people at work.
- Defend the importance of thinking strategically about HRM from different theoretical perspectives and the implications for the roles of HR professionals.

- Critically analyse HR policies and practices against contemporary theory and established principles.

## Assessment tasks

- Case Studies
- Individual Essay
- Group Presentation
- Literature Review Essay

## Changes from Previous Offering

The textbook has been changed from Stone, Raymond, *Managing Human Resources*, 4th Edition, John Wiley & Sons, to Stone, Raymond, *Managing Human Resources*, 9th Edition, John Wiley & Sons.

## 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 some 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 issues to do with managing people at work in international contexts. Issues to do with sustainable HRM practice are incorporated also.

## 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:

- Thornthwaite, L. (2018). Social Media and Dismissal: Developing a Reasonable Expectation of Privacy, *Journal of Industrial Relations*. 60 (1) 119-136
- Thornthwaite, L. (2017) The Living Wage Crisis, *Labour & Industry*, 27 (4): 261-269
- Thornthwaite, L. (2016) 'Chilling Times: Social Media Policies, Labour Law and Employment Relations', *Asia Pacific Journal of Human Resources* 54 (3), 332-51
- Varhegyi, M. M. & Jepsen, D. M. (2016). Director succession planning and board effectiveness in nonprofit boards. *Asia Pacific Journal of Human Resources*
- Jepsen, Knox-Haly & Townsend (2015). Recruitment Practices in Australia: A Review and Comparative Research Agenda, *Employment Relations Record*
- Sheldon & Thornthwaite (2005), 'Employability Skills and Vocational Education and Training Policy in Australia: An Analysis of Employer Association Agendas', *Asia Pacific Journal of Human Resources* 43 (3), 404-425.
- Dunford, R. & Palmer, I. (2002). Managing for high performance? People management

practices in Flight Centre. *The Journal of Industrial Relations*, 44(3), 376-396. (Internal/industry)

- Paauwe, J. & Boselie, P. (2003). Challenging 'strategic HRM' and the relevance of the institutional setting. *Human Resource Management Journal*, 13(3), 56-70. (External/theory)
- Thornthwaite, L. (2004), 'Working Time and Work-Family Balance: A Review of Employee Preferences', *Asia-Pacific Journal of Human Resources*, 42 (2), pp.166-184.
- Thornthwaite, L., 2013, 'Social Media, Unfair Dismissal and the Regulation of Employees' Conduct Outside Work', *Australian Journal of Labour Law*, 26 (2), 164-182.

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

- Barney, J.B. & Wright, P.M. (1998). On becoming a strategic partner: The role of human resources in gaining competitive advantage. *Human Resource Management*, 37(1), 31–46. (Classic)
- Kotter, J.P. & Schlesinger, L.A. (1979). Choosing strategies for change. *Harvard Business Review*, March-April, 106-114. (Classic)
- Riach, K. (2009). Managing 'difference': Understanding age diversity in practice. *Human Resource Management Journal*, 19(3), 319–335. (Recent)
- Rousseau, D.M. & Barends, E.G. (2011). Becoming an evidence-based HR practitioner, *Human Resource Management Journal*, 21(3), 221-235. (Recent)

### **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 assess 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.