



# BUS 850

## Management of People at Work

S1 Evening 2019

*Department of Management*

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#### **Disclaimer**

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## General Information

Unit convenor and teaching staff

Convenor

Douglas Howe

[douglas.howe@mq.edu.au](mailto:douglas.howe@mq.edu.au)

Contact via Email

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

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://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 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

Name	Weighting	Hurdle	Due
<a href="#">Case Studies</a>	10%	No	Weeks 3, 5, 7 & 9
<a href="#">Individual Essay</a>	30%	No	Week 6
<a href="#">Group Presentation</a>	20%	No	Weeks 9-13
<a href="#">Final Exam</a>	40%	No	University Examination Period

### Case Studies

Due: **Weeks 3, 5, 7 & 9**

Weighting: **10%**

**Case Studies Assessment Summary Task Description** Individually written de-briefing of each of case studies allows students to demonstrate their understanding of the 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:

- 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

## Individual Essay

Due: **Week 6**

Weighting: **30%**

**Individual Essay Assessment Summary Task Description** This individually written essay allows students to critically analyse current concepts and theories on Managing People in relation to their practical applications. 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** 1500 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:

- 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

## 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 team building and case analysis and to provide you with the opportunity to develop competent workshop facilitation skills.

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** 25 minutes including Q&A **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:

- 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

## Final Exam

Due: **University Examination Period**

Weighting: **40%**

**Final Exam Assessment Summary Task Description** A final examination is included as an assessment task for this unit to provide assurance that the product belongs to the student and the student has attained the knowledge and skills tested in the exam. **Type of Collaboration** Individual **Submission** You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. **Format** Handwritten responses to specified questions. Please refer to the [iLearn](#) Unit page for details. **Length** 2 hours plus 10 minutes reading time. **Inherent Task Requirements** Attendance is mandatory unless an application for Special Consideration is made and approved. Note: applications for [Special Consideration](#) must be made within five (5) business days of the due date and time. **Late Submission**

Please see [Assessment Policy Schedule 4](#). The only exception to not sitting an examination at the designated time in the University Examination Timetable is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for special consideration.

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:

- 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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- Explain how metrics, measurement and evaluation contribute to HR sustainability
- Understand some of the key contemporary issues for human resource management

## Delivery and Resources

Required text	<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>
Unit web page	<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>
Technology Used and Required	<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>
Delivery Format and Other Details	<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 3 hours face-to-face per week, 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>

<b>Recommended readings</b>	<p>Additional readings have been lodged on iLearn - these are not compulsory but will expand your knowledge of each topic area.</p> <p><b>Additional Recommended Reading</b> Some other books you may find useful for particular topics:</p> <p>Baird, M. Hancock, K. and Isaac, J. (2011) <i>Work and Employment Relations: An Era of Change</i> Federation Press, Sydney.</p> <p>Wilkinson, A. Redman, T. and Dundon, T., (2017) <i>Contemporary Human Resource Management: text and cases</i>. 5th edition, Pearson Education.</p> <p>Bosellie P., (2010), <i>Strategic Human Resource Management: A Balanced Approach</i>, McGraw-Hill, Berkshire.</p> <p>Parker, J. and Baird, M. (2018) <i>The Big Issues in Employment: HR Management and Employment Relations in Australasia</i> - 2nd Edition. Wolters Kluwer.</p> <p>Armstrong, M. (2011) <i>Armstrong's Handbook of Strategic Human Resource Management</i>, Kogan Page Publishers.</p> <p>Nel, P. Werner, A. Fazey, M et al (2016) <i>Human Resource Management in Australia</i>. Second Edition. Oxford University Press.</p> <p>Marchington, M. and Wilkinson, A., (2002) <i>People Management and Development: Human Resource Management at Work</i>, 2nd ed, CIPD, London.</p> <p>Mello, J. (2010) <i>Strategic Human Resource Management</i>, Cengage Learning.</p> <p>Millmore, M, Lewis, P. et al (2007) <i>Strategic Human Resource Management</i>, Prentice-Hall, Essex.</p> <p>Salaman, G. Storey, J., and Billsbery, J., (2005) <i>Strategic Human Resource Management: Theory and Practice</i>, Sage, London.</p> <p>Storey, J., Wright, P., and Ulrich, D., (2009) <i>The Routledge Companion to Strategic Human Resource Management</i>, Routledge, Abingdon.</p> <p><b>Journals recommended for HRM study include:</b></p> <p><b>Academic Journals</b></p> <p>Journal of Industrial Relations (Aust)</p> <p>Human Resource Management Journal (UK)</p> <ul style="list-style-type: none"> <li>• International Journal of Human Resource Management</li> <li>• Academy of Management Journal</li> <li>• Asia Pacific Journal of Human Resources</li> <li>• Work, Employment and Society</li> <li>• Australian Journal of Management</li> <li>• California Management Review</li> <li>• Economic and Labour Relations Review</li> <li>• Harvard Business Review</li> <li>• International Journal of Employment Studies</li> <li>• Labour &amp; Industry</li> <li>• Personnel Journal</li> <li>• Personnel Management</li> <li>• Personnel Review</li> </ul> <p>Key research databases for your study of human resource management include:</p> <ul style="list-style-type: none"> <li>• Ebsco host: Academic Search Elite Business Source Premier</li> <li>• Psychology and behavioral sciences collection</li> </ul> <p>Also search the websites of well-known consulting organisations such as Watson Wyatt, PWC, Deloitte, DDI, Hewitt</p>
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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

**Week 3:**

Job Analysis, Job Design and the Quality of Working Life

**Week 4:**

Recruiting Human Resources

**Week 5:**

Employee selection

**Week 6:**

Appraising and Managing Performance

**Week 7:**

Human Resource Development & Career Management

**Session 1 Recess:****Week 8:**

Managing Diversity

**Week 9:**

Employee Health and Safety

**Week 10:**

Rewarding Human Resources

**Week 11:**

Managing employees in the multinational firm & international context

**Week 12:**

Managing HR Change



**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](https://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

- 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**

- Case Studies
- Individual 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**

- Case Studies
- Individual 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

- Case Studies
- Individual Essay
- Group Presentation
- Final Exam

## 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 contexts. Issues to do with sustainable HRM practice are incorporated.

## 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 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.