



Victoria Management School

**CMSP 805 HUMAN RESOURCE MANAGEMENT
CERTIFICATE IN MANAGEMENT STUDIES**

Second Trimester 2005

COURSE OUTLINE

School Website: www.vuw.ac.nz/vms

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Start Date: Monday, 4 July 2005

Lecture Times: Mondays 7.40 to 9.30
Location: Railway Building RLWY501

Format: One two-hour session per week.

Final Examination Period: 10 Oct-5 Nov 2005

TEXT: Keith Mackay and Gene Johnson: Managing Human Resources in New Zealand. Second Edition. McGraw Hill. Readings containing the cases and exercises and some other assigned readings will be also provided.

Course Objectives

This course focuses on human resource management practices in contemporary organizations. More specifically it aims to:

- provide a basic understanding of contemporary human resource management issues
- evaluate how recent theoretical and research developments inform HR decisions
- analyze HR issues and develop the ability in students to think about the trade-offs involved in HR decisions
- make students understand how business strategy, competition, labour markets, technology, and government regulations affect HR decisions.
- help students become proficient in case analysis and discussion.

This course requires active participation from the students.

LECTURES AND READINGS

DATE	TOPICS	READINGS	CASES AND EXERCISES
Week 1: July 4	Introduction and Context of HRM	M&J ch. 1&2	How to analyze cases?
Week 2: July 11	Job analysis and Competency Profiling	M&J ch. 5	Wellsford Butchers
Week 3: July 18	Recruitment & Selection	M&J ch. 7&8	Choosing the Right Person
Week 4: July 25	Job Evaluation	From course readings: M&N ch. 5	Hay exercise
Week 5: August 1	Remuneration principles/person-based systems	M& J ch. 11	Secondary teachers' collective agreement
Week 6: August 8	Pay for Performance	From course readings M&N ch. 10	Visionary Design Systems
Week 7: August 29	Performance Management	M&J ch. 9	Merit guidelines exercise
Week 8: September 5	Training and Development	M&J ch.10	Wickliffe Traders
Week 9: September 12	Promotions and Careers/ Internal Labour Markets	From course readings: B&K ch. 8 &16	American Manufacturing

Week 10: September 19	Employee Participation	From course readings: B&K ch. 9& 13	PPG
Week 11: September 26	Legislative Environment in NZ	M&J ch.4	Worley Consultants
Week 12: October 3	Summary		Southwest Airlines

3. ASSESSMENT

Class participation: 10%
 Proposal for case study: 5%
 Individual case study: 35%
 Final exam: 50%

Class participation:

Each week a case or exercise will be scheduled for group and class discussions. Students are expected to read the case/exercise in advance and come prepared to the class.

Your evaluation of class participation depends on your attendance, your preparation, and your contribution. Class discussion will be conducted in both small groups and the class as a whole. The following behaviours will be positively correlated with participation grades in this class:

- Interacts with other group members
- Comments made are relevant to the subject at hand
- Listens to others
- Shows respect for the ideas of others (e.g., no tuning out; no interrupting; no side conversations, no personal attacks)
- Comments are based on theory or evidence
- Tests new ideas (rather than just repeating the facts).

The lecturer will assign a participation mark for your group. Your individual participation mark will be adjusted to reflect your contribution to the work of your group based on the evaluation of your group-mates.

Individual case study:

Students are required to critically analyze the HR practices of the organization they are currently working for. They are required to write:

- (1) Two-page proposal indicating:
 - which organization (private or public sector one) they intend to study.
 - the HR practices and policies you intend to focus on.
 - what sort of information you will collect and how you will collect it. Use secondary information sources, e.g. company reports, business and strategic plans, stock market information, company brochures, union newsletters, newspaper articles, available surveys, case studies, etc. Report of the availability of those data sources for the organization you intend to study.

THE PROPOSAL IS DUE ON JULY 25, 2005 IN CLASS.

- (2) Maximum 5,000 words case analysis that contains the following:
 - Describe the organization and its context/environment
 - Identify the major organizational and human resource management strategy followed by the organization.
 - Select one occupational group at the organization and describe in detail three different human resource management practices – e.g. recruitment and selection, training and development, remuneration, performance management - related to that occupation at the organization; use sub-headings for the various HR practices/policies.
 - Analyze those human resource management policies and practices of the organization, focusing on their strengths and weaknesses and whether they complement each other. In your analysis use the materials covered in class including the applicable theories. Outline the implications of your findings for the organization (re: adoption/abandonment of HR practices/policies).

THE CASE ANALYSIS IS DUE ON SEPTEMBER 26, 2005 IN CLASS.

Final exam:

The final exam will be a closed book exam administered during the exam period. Exams will be based on the lecture material, the readings and case discussions. It will contain a case analysis of a new case and short essay questions.

4 OVERALL PASS MARK

It will be 50% of the total marks available.

5 **WORKLOAD & GROUP WORK**

Students can expect the workload to be approximately 10 hours work outside class for every 2 hour class.

You will be expected and encouraged to work in groups on in-term cases and exercises.

Everyone will be responsible for the materials covered in lectures, readings, class discussions and in the group exercises. It is assumed that students will attend all classes and read all of the required readings.

6 **PENALTIES FOR LATENESS & EXCESSIVE LENGTH**

In fairness to other students, work submitted after the deadline will incur a penalty for lateness. The penalty is 10% of the original grade per day late. In the event of unusual or unforeseeable circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller. Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic.

Mandatory Course Requirements (Terms)

To fulfil the mandatory course requirements for this course you must:

1. Attend all scheduled class sessions. Students who are absent from class should contact the course co-ordinator to inform them.
2. Submit all assignments by their due dates. In keeping with an honours course, late assignments will have their mark reduced by 5% for each day it is overdue, unless there is a valid reason as to why it is late. Assignments that are over a week late will not be accepted.

NOTICES

Information relating to this course will be posted on the **Victoria Management School Noticeboard situated on the Ground floor of Rutherford House (near LT3) and on Blackboard** (<http://www.blackboard.vuw.ac.nz/>). Course materials will be distributed in lectures and on Blackboard. Any changes to the course timetable or content, or other announcements, will be raised in lectures and posted on Blackboard.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications.

Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office, will be open from 9:00 am to 5:00 pm during Trimester 2, offers the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

Please note:

There will be a Student Administration Adviser, from the RWW office, based in EA005 from Monday 27 June to Friday 1 July (9:00 am to 5:00 pm) and from Monday 4 July to Friday 22 July (11:00 am to 1:00 pm).

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at: www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at: www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website: www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at: www.vuw.ac.nz/home/studying/plagiarism.html.

STUDENTS WITH DISABILITIES

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.

Maori and Pacific Mentoring programme (Manaaki Pihipihinga)

This is a free programme of mentoring for Maori and Pacific students doing first year courses within the Faculty of Commerce and Administration. Weekly one hour mentoring sessions: drafting and editing assignments/discussing any questions that you might have from tutorials or lectures and going over every aspect of essay writing, either in small group sessions or on a one-to-one basis.

This includes:

- A computer suite hooked up to cyber commons for students to use to produce their assignments.
- Regular skill-based workshops with a learning adviser from Student Learning Support Services.
- Networking with other Maori and Pacific support groups throughout the university.

For more information please contact:

Melissa Dunlop, Programme Coordinator

Ph: 463 6015 or Email: Maori-Pacific-Mentoring@vuw.ac.nz