



Victoria Management School

HRIR 301
Strategic Human Resource Management

Second Trimester 2005

COURSE OUTLINE

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

COURSE COORDINATOR

Grant Herman

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ADMINISTRATION ASSISTANT

Jennifer Halli

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TIME AND LOCATION:

Lecture: Thursday	3.40-4.30pm	GBLT2
Seminar: Friday	12.40-2.30pm	RHLT1

FINAL EXAMINATION: Period 10th of October – 4th of November 2005

COURSE DESCRIPTION:

This course has two central themes: (1) how to develop systematic, strategic human resource management policies; and (2) how these policies can be implemented. Special emphasis is placed on how human resources decisions are influenced by such forces as organisational strategy, global competition, technological change, workforce characteristics and government regulation.

COURSE OBJECTIVES:

This course is designed to enable students to:

- analyse HR issues, with respect to external and internal influences;
- understand how organisational strategy, global competition, technological change, workforce characteristics and government regulation influence HR decisions;
- appreciate how different HR policies relate to one another;
- become proficient in case analysis and discussion.

To achieve these objectives, the course requires active participation from students during the seminar discussions. There are no seminar classes in weeks 2 and 3. However, you should have read the first five chapters of the text before the class in week 4.

COURSE TEXT:

Baron, J.N. and Kreps, D.M. (2000) *Strategic Human Resource Management: Frameworks for General Managers*, Brisbane: John Wiley & Sons. ISBN: (0-471-07253-2)

This text should be used as a resource that will be helpful throughout your studies. It should be used selectively, as you consider appropriate. We will also use a variety of other resources, including journal articles, case studies and reports. They will form the basis for discussion, debate and analysis during the course.

Case study readings will be handed out during the first week of the course.

Additional texts that you may find useful to supplement your textbook reading are:

Rudman, Richard (2002) *Human Resources Management in New Zealand*, 4th Edition. Pearson Education New Zealand, Auckland.

Macky, K. and Johnson, G. (2003) *Managing Human Resources in New Zealand*, 2nd Edition. McGraw Hill, Auckland.

LECTURE TOPICS:

The following shows a broad outline of the topic sequence in the course.

WEEK	Ending	TOPICS
1	8 July	Course outline Introduction: What is strategic HRM? Allocation of groups and discussion of seminar topics.
2	15 July	The various contexts for thinking about HRM
3	22 July	Strategic HRM and Organisational Change
4	29 July	Employment Law, Equity and Accountability
5	5 August	Internal and External Labour Markets
6	12 August	Recruitment and Selection
7	2 September	Training and Career Development
8	9 September	Compensation and Motivation
9	16 September	Performance Management
10	23 September	High Commitment HRM
11	30 September	Future Challenges for HRM
12	7 October	Conclusion

COURSE ASSESSMENT:

The purpose of assessment is to evaluate how well each student has understood the issues presented in the course:

Essay	25%
Group report and analysis	15%
Final exam	60%

Item 1

Essay (total length between 1,000-1,200 words, value 25%): due Friday 2 September 2005

You will be required to submit an essay on 2 September, on a topic covering the first six weeks of the course. The essay topic will be handed out in Week 3.

This assessment item is designed to ensure that students develop their thinking about the basic HRM concepts and issues raised during the first half of the course.

Item 2

Group work - Case Report (total length approximately 1,500 words, value 15%): due Monday 26 September 2005

The lecturer will hand out a case study in week 4 of the course. Your group will be required to provide a detailed analysis of the case, looking at the strategic HRM issues it raises. The case study should be written up as a research report, which should include the following features:

- A review of the relevant literature.
- Overview of the organisation and its current HRM practices.
- Clear identification of the key issues and problems.
- Recommendations, based on your collective reading, observation and analysis, on how the organisation could improve its future HRM strategies.

You will have some opportunity to discuss the case in groups during seminar sessions, but you will need to allocate time outside the formal class sessions to work on the report. Overall, this assessment item is designed to provide students with the opportunity to apply, in a group context, the knowledge developed in the course to an analysis of a specific organisation undergoing substantial change. You should refer to appropriate sources (such as journal articles and books) in your report.

Item 3

Final Examination (value 60%)

The final exam will consist of two essays, approximately 1,000 words each, on a choice of topics, drawn from the topics and case studies discussed during the course.

REFERENCING

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

HANDING IN ASSIGNMENTS

Your assignments should be handed in to the course **Assignment Box 13** on the Mezzanine floor, Rutherford House. **Late** assignments are to be handed in at the School of Management reception on Level 10, Rutherford House.

MARKING

Excellent

A (80 – 85%) to A+ (above 85%): The work is performed at a high level of proficiency, i.e. it is at a standard that makes it exceptional.

Very Good

B+ (70 – 74%) to A- (75 – 79%): The work produced is of a significantly above-average standard. Students have reached a level which comfortably exceeds competency.

Good

B- (60 – 64%) to B (65 – 69%): The work is clearly competent, without being exceptional in quality.

Satisfactory

C (50 – 54%) to C+ (55 – 59%): The quality of work is at a level that is at the minimum competency level.

Unsatisfactory

E (0 – 39%) to D (40 – 49%): The quality of work is below an acceptable standard, with significant or even serious deficiencies.

COURSE MATERIALS & NOTICES

Information relating to this course will be posted on the Human Resource Management & Industrial Relations Noticeboard situated on the 10th floor, Rutherford House. Course material will be distributed in lectures (and/or on the Blackboard site). Material not picked up in lectures will be available from the Administrative Assistant on the 10th floor of Rutherford House. Any changes to the course timetable or content, or other announcements will be mentioned in class.

EXTENSIONS AND PENALTIES

Students will be penalised 5% per day for unexplained late submission of the assignment. Assignments more than 10 days late will not be accepted. Explanations will have to be satisfactory to the course co-coordinator in order to have part or the entire penalty waived. Satisfactory explanations will include sickness or accident, if accompanied by a medical certificate. All explanations should have supporting documentary evidence.

MANDATORY COURSE REQUIREMENTS (TERMS)

To fulfil the mandatory course requirements for this course you must complete & submit all assignments by their due dates.

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