

VICTORIA UNIVERSITY OF WELLINGTON

Te Whare Wānanga o te Ūpoko o te Ika a Māui



Victoria Management School

HRIR 201 MANAGING HUMAN RESOURCES & INDUSTRIAL RELATIONS

Summer Trimester 2005

COURSE OUTLINE

COURSE COORDINATORS

Dr. Noelle Donnelly

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Chris Dunn

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ADMINISTRATION ASSISTANT

Jennifer Halli

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TUTORIAL COORDINATOR

Deborah Kelly

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CLASS TIMES AND ROOM NUMBERS

Lectures (Begin Tuesday, 8 November 2005)

Location MCLT101 (Kelburn)

Day Tuesday, Wednesday 10.00 – 12.50pm

COURSE OBJECTIVES

This course introduces students to the key issues and debates that dominate the management of industrial relations and human resources within modern organisations. These include the nature of industrial relations, the negotiation of employment conditions, the resolution of employment disputes, employee recruitment, performance management and remuneration and training and development. The course identifies future trends in the nature of work and their likely impact on how employees are managed. This course is targeted towards students with no previous knowledge or experience of industrial relations and human resource management issues. Given this expanding field, there are a number of key learning objectives. These include:

- to explain the historical origins of industrial relations and trade unions,
- to investigate some of the most important contemporary issues in industrial relations,
- to explore the origins of HRM and differentiate it from Personnel Management,
- to develop an understanding of the key policy areas of HRM,
- to explore the main debates that dominate each policy area of HRM.

TUTORIALS

Tutorials will commence on Wednesday of week 1. Tutorial sign-up will be take place **in person during the first lecture** on Tuesday the 8th of November. Please ensure that you attend this lecture, as **requests will not be taken by email or by phone**. There is a maximum of 15 students per tutorial class and spaces are allocated on a “first come, first served” basis so book your place quickly. Confirmation of your tutorial group will be posted on the HRIR 201 Blackboard site and on the HRIR Notice Board on the Mezzanine Floor of Rutherford House by 9am on Wednesday the 9th of November.

Please contact the tutorial coordinator with all queries regarding tutorial allocations. Please note that once tutorial allocations have taken place students requesting a change of tutorial will have to provide documentary evidence of reasons for the requested change.

Attendance at tutorials is compulsory. In order to meet the term requirements of this course, students must ensure that they attend 8 out of 10 tutorials (including absences for sickness, work commitments and bereavement etc.)

MANDATORY COURSE REQUIREMENTS (TERMS)

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

1. Attend all scheduled lectures and at least 8 out of 10 of the tutorials.
2. Complete and submit all assignments by their due dates. Late assignments will have their mark reduced by 5% for each day it is overdue (this applies to weekends as well). Assignments that are over a week late will not be accepted.
3. Receive an overall grade of at least a C or 50% from the two in-class examinations.

Students who fail to satisfy the mandatory requirements for passing this course, other than the requirement to obtain a C grade overall, will not receive a graded result, and their records will show an ungraded fail “Q”.

COURSE CONTENT
HRIR 201 MANAGING HUMAN RESOURCES AND INDUSTRIAL RELATIONS
SUMMER TRIMESTER, 2005 – LECTURE PROGRAMME

Week	Date	Topic	Text
Week 1	8 th Nov	COURSE INTRODUCTION INDUSTRIAL RELATIONS: THE HISTORICAL BACKGROUND INDUSTRIAL RELATIONS: CONTRASTING PERSPECTIVES VIDEO: <i>THE LUDDITES</i>	
	9 th Nov	UNIONS & THE LABOUR MOVEMENT TAYLORISM & THE RISE OF MANAGERIALISM CRITICS OF TAYLORISM VIDEO: <i>MODERN TIMES</i>	Ch.1 R&L
Week 2	15 th Nov	FORDISM, MASS PRODUCTION & CONSUMPTION UNEMPLOYMENT & THE MANAGEMENT OF CRISIS VIDEO: <i>A JOB AT FORD'S, THE GREAT DEPRESSION</i>	CH.2 R&L
	16 th Nov	LEARNING FROM THE GREAT DEPRESSION: THE 'KEYNESIAN CONSENSUS' GLOBALISATION, MANAGERIALISM & CONTEMPORARY UNIONISM VIDEO: <i>THE NAVIGATORS</i>	CH.3 R&L
Week 3	22 nd Nov	THE NEW ZEALAND CONTEXT: HISTORICAL BACKGROUND & THE <i>EMPLOYMENT CONTRACTS ACT 1991</i> LABOUR LAW & THE <i>EMPLOYMENT RELATIONS ACT 2000</i> VIDEO: <i>ALL IN GOOD FAITH</i> REVIEW LECTURE	CHS. 4- 6 R&L
	23 rd Nov	REVIEW OF LECTURES IN-CLASS EXAMINATION	
Week 4	29 th Nov	HUMAN RESOURCE MANAGEMENT IN CONTEXT HUMAN RESOURCE MANAGEMENT MODELS VIDEO: <i>'THE GILDED CAGE' HRM AT HEWLETT PACKARD</i>	CHS 1-3 M&J

	30 th Nov	THE MANAGEMENT OF HUMAN RESOURCE FLOWS & NOTIONS OF CAREERS HUMAN RESOURCE PLANNING VIDEO: <i>MANAGING CHANGE AT PORTLAND ALUMINIUM</i>	CH 6 M&J
Week 5	6 th Dec	‘RESOURCING’ THE ORGANISATION THE RECRUITMENT AND SELECTION PROCESS VIDEO: <i>TOYS ‘R’ US</i>	CHS 5,7&8 M&J
	7 th Dec	THE MANAGEMENT OF WORK SYSTEMS EMPLOYEE INVOLVEMENT AND PARTICIPATION VIDEO: <i>SATURN AND THE VUW</i>	CH 6 R&L
Week 6	13 th Dec	INTERNATIONALISATION AND HRM MANAGING ACROSS BORDERS VIDEO: <i>GLOBAL VILLAGE OR GLOBAL PILLAGE</i>	Reading tba
	14 th Dec	COURSE REVIEW COURSE EVALUATION IN-CLASS EXAMINATION	

“R&L” denotes Erling Rasmussen and Felicity Lamm (2002) *An Introduction to Employment Relations in New Zealand*, 2nd Edition. Addison Wesley Longman, Auckland.

“M&J” denotes Macky, K and Johnson, G. (2003) *Managing Human Resources in New Zealand*, 2nd Edition. McGraw Hill, Auckland.

HRIR 201 (Summer Trimester)
MANAGING HUMAN RESOURCES & INDUSTRIAL RELATIONS
TUTORIAL PROGRAMME

WEEK	TOPIC	READING(S)*
1 (Tues)	NO TUTORIAL	
1 (Wed)	ESSAY WRITING & RESEARCH WORKSHOP	
2 (Tues)	'THE MAIN PURPOSE OF TECHNOLOGY IS TO REDUCE THE POWER OF LABOUR.'	Thompson, E.P. (1968) <i>The Making of the English Working Class</i> , Penguin: Harmondsworth (excerpt).
2 (Wed)	'UNEMPLOYMENT IS NECESSARY TO KEEP WAGES DOWN.'	Mattick, P. (1971) 'The Keynesian Revolution', from <i>Marx and Keynes</i> , London: the Merlin Press.
3 (Tues)	'UNIONS HAVE NO ROLE IN THE CONTEMPORARY WORKPLACE.'	Perry, M., C. Davidson, and R. Hill (1995) <i>Reform at Work</i> , Auckland: Longman Paul (excerpt).
3 (Wed)	REVIEW & EXAM DISCUSSION	Wilson, M. (2004) 'The Employment Relations Act: a Framework for a Fairer Way', from E. Rasmussen (ed.) <i>Employment Relations: New Zealand's Employment Relations Act</i> , Auckland: University of Auckland Press.
4 (Tues)	'HUMAN RESOURCES ARE AN ORGANISATION'S GREATEST ASSETS'	Storey, J (1992) 'The HRM Phenomenon' in <u>Developments in the Management of Human Resources: An Analytical Review</u> , Blackwell: Oxford. Drucker, P. F. (2002) "They're not employees, they're people", Harvard Business Review, February, Reprint: 2-8
4 (Wed)	'RESPONSIBILITY FOR MANAGING CAREERS LIES LESS WITH THE ORGANISATION AND MORE WITH THE INDIVIDUAL'	Inkson, K. (2003) 'Human Resource Management and the New Careers' in R. Wiesner and B. Millett (eds.) <u>Human Resource Management: Challenges and Future Directions</u> , Milton: John Wiley & Sons Australia.
5 (Tues)	'FITTING THE PERSON TO THE ORGANISATION IS MORE IMPORTANT THAN FITTING THE PERSON TO THE JOB'	Bowen, D., Ledford, G. and Nathan, B. (1991) 'Hiring for the organization not the job', <u>Academy of Management Executive</u> , 5 (4): 35-51.
5 (Wed)	'DO NEW FORMS OF WORK ORGANISATION LEAD TO GREATER WORK INTENSIFICATION OR EMPOWERMENT?'	Rubinstein, S. (2003) 'A Different Kind of Company: From Control to Commitment in Practice' in Handel, M. (ed) <u>The Sociology of Organizations: Contemporary and Critical Readings</u> , Sage Publications: California.
6 (Tues)	HAS GLOBALISATION HAD A POSITIVE OR NEGATIVE IMPACT ON EMPLOYEES?'	Hoogvelt, A. (1997) 'Globalisation' in <i>Globalisation and the Postcolonial World: The New Political Economy of Development</i> . London: MacMillan Press Ltd.

* Unless otherwise noted, tutorial readings are included in the HRIR 201 Course Readings which will be issued to students enrolled in this course at the conclusion of the first lecture session. After this time the readings may be collected from the 10th Floor Reception (RH 1022), Rutherford House. Please note that it will be necessary for you to produce your Student ID in order for you to receive the readings.

COURSE TEXT AND READINGS

There are two **core textbooks** for this course. These are:

Rasmussen, E. and Lamm, F. (2002) *An Introduction to Employment Relations in New Zealand*, 2nd Edition. Addison Wesley Longman, Auckland.

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

While copies of these texts are available in the library, students are expected to have access to a personal copy. Students are also expected to read and become familiar with the Course Readings, which will be supplied to students enrolled in this course, and any additional readings and cases supplied in class. The purchase price of these supplemental readings has been assessed through student fees.

The following books are recommended for general background and useful additional information on various aspects of the course:

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

Deeks, J. and Rasmussen, E. (2002) *Employment Relations in New Zealand*. Longman Paul, Auckland.

Geare, A.J. (2000) *Industrial Relations: A General Introduction and the New Zealand System*, 4th Edition. FIRRE, Dunedin.

Rasmussen, E. (ed.) (2004) *Employment Relationships: New Zealand's Employment Relations Act*, Auckland University Press, Auckland.

COURSE ASSESSMENT

• Mid-course exam	held on Wednesday 23 rd November 2005	30%
• IR Essay	due by 1pm Monday 28 th November 2005	20%
• End of course exam	held on Wednesday 14 th December 2005	30%
• HR Essay	due by 1pm Monday 19 th December 2005	20%

The assessment for this course will consist of the following:

(A) INDUSTRIAL RELATIONS ESSAY (20%): DUE BY 1PM MONDAY 28TH NOVEMBER 2005

20% of the total course marks will be awarded for an individual essay. Discuss one of these three statements:

1. The main purpose of technology is to reduce the power of labour.
2. Unemployment is necessary to keep wages down.
3. Unions have no role in the contemporary workplace.

You should develop your own informed perspective on the statement. Your essay should include references to at least three of the readings from the first half of the course, as well as to the text by Rasmussen and Lamm. You should also refer to other relevant literature, as you see appropriate. The essay should contain an introduction and a conclusion, in which you summarise your main position on the statement.

Essays should be typed, with one and a half line spacing and clearly referenced. Essays should be **no longer than 1,000 words**. In order to facilitate feedback, students should ensure that they complete the **VMS Assignment Cover Sheet**, which is contained on the final page of the Course Outline as well as in the Course Materials section on Blackboard. **Completed essay assignments are to be submitted to the HRIR 201 Assignment Box on the 2nd Floor of Murphy Building. ALL Late Assignments are to be handed in to Reception, 10th Floor of Rutherford House (Pipitea Campus).**

(B) MID-COURSE EXAM (30%) TO BE HELD ON WEDNESDAY 23RD NOVEMBER 2005.

30% of the total assessment will be awarded for an in-class **closed book exam**, to be held during week 3 of the course. **No notes, books, electronic devices or other aids are to be used during the in-class exam. Further details with regard to the mid-course exam will be given during class.**

(C) HUMAN RESOURCE MANAGEMENT ESSAY (20%): DUE BY 1PM MONDAY 19TH DECEMBER 2005

20% of the total course marks will be awarded for an individual essay. Discuss one of these three statements:

1. People are the modern organisation's most valuable asset.
2. The concept of the career has changed in recent years.
3. How an organisation recruits and selects its employees is vital to ensuring its long-term survival.

Essays should be typed, with one and a half line spacing and clearly referenced. Essays should be **no longer than 1,000 words**. In order to facilitate feedback, students should ensure that they complete the **VMS Assignment Cover Sheet**, which is contained on the final page of the Course Outline as well as in the Course Materials section on Blackboard. **Completed essay assignments are to be submitted to the HRIR 201 Assignment Box on the 2nd Floor of Murphy Building. ALL Late Assignments are to be handed in to Reception, 10th Floor of Rutherford House (Pipitea Campus).**

(D) END OF COURSE EXAM (30%) TO BE HELD ON WEDNESDAY 14TH DECEMBER 2005

30% of the total assessment will be awarded for an in-class **closed book exam**, to be held during the final lecture session for the course. **No notes, books, electronic devices or other aids are to be used during the in-class exam.**

Students must secure on average a C grade or 50% over the two in-class examinations in order to pass this course.

Grades for written work will be assigned as follows:

GRADING & ASSESSMENT STRUCTURE

	Grade	Percentage Range	Assessment Criteria
Pass	A+ A A-	85% and over 80-84% 75-79%	Excellent and wide ranging use of literature with clear understanding of implications. Excellent logical argument, strong evidence of critical thinking, evidence of original and creative thinking, clear structure, well presented with no grammatical or spelling errors and excellent referencing.
	B+ B B-	70-74% 65-69% 60-64%	Wide ranging use of literature with some implications outlined. Clearly developed logical argument, evidence of critical thinking, logical structure and presentation, few grammatical or spelling errors, good referencing style.
	C+ C	55-60% 50-54%	Limited use of literature presented in a mostly descriptive manner. Adequate argument, little evidence of original or critical thinking. Logical but pedestrian structure with some errors in grammar, spelling and referencing style.
Failure	D	40-49%	Little use of literature, which is poorly and descriptively presented. Argument at times confusing. Illogical or unclear structure with poor use of grammar and syntax. Referencing poor and inconsistent.
	E Q F	Below 40% Failure to meet minimum requirements Overall fail	

Workloads

Students are expected to spend on average three hours for every one-hour class session preparing for class meetings, participating in group exercises, working with peers in study groups and working on the course assignments. A large proportion of this time will be spent reading and researching in the library or on the Internet.

Penalties

Extensions, penalties and tutorial terms requirements will be administered by the Course Coordinators. Extensions will require a satisfactory, documented explanation. Late assignments will be penalised five percent (5%) of the total possible marks for the assignment per day.

Communication of Additional Information

Information relating to this course will be posted on the Blackboard course management system. Course material will be distributed in lectures, tutorials and/or on Blackboard at <http://www.blackboard.vuw.ac.nz/>. Any changes to the course timetable or content, or other announcements will be raised in lectures and/or tutorials and posted on Blackboard.

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>).

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.



**VICTORIA MANAGEMENT SCHOOL
ASSIGNMENT COVER SHEET**

HRIR 201 SUMMER

SURNAME: _____ FIRST NAME: _____

STUDENT ID: _____

ASSIGNMENT NO: ____

DATE DUE: _____

TUTOR'S NAME: _____ TUTORIAL NUMBER: ____

TUTORIAL DAY: _____ TUTORIAL TIME: _____

I have read and understood the university policy on Academic Integrity and Plagiarism. I declare this assignment is free from plagiarism.

Signed: _____

**SUBMIT TO HRIR 201 ASSIGNMENT BOX,
2ND FLOOR MURPHY BUILDING.**



**VICTORIA MANAGEMENT SCHOOL
ASSIGNMENT COVER SHEET**

HRIR 201 SUMMER

SURNAME: _____ FIRST NAME: _____

STUDENT ID: _____

ASSIGNMENT NO: ____

DATE DUE: _____

TUTOR'S NAME: _____ TUTORIAL NUMBER: ____

TUTORIAL DAY: _____ TUTORIAL TIME: _____

I have read and understood the university policy on Academic Integrity and Plagiarism. I declare this assignment is free from plagiarism.

Signed: _____

**SUBMIT TO HRIR 201 ASSIGNMENT BOX,
2ND FLOOR MURPHY BUILDING.**