

Victoria Management School

HRIR 201
MANAGING HUMAN RESOURCES
& INDUSTRIAL RELATIONS

Trimester 1 2006

COURSE OUTLINE

Contact Details

Course Coordinator

Dr. Stephen Blumenfeld

Room: RH 1010, Rutherford House

Phone: 463 5706 or 472 1000 ext. 5706

Email: stephen.blumenfeld@vuw.ac.nz

Website: www.vuw.ac.nz/vms

Administration Assistant

TBA (A notice will be placed on Blackboard when appointment is confirmed.)

Room: RH 1022, Rutherford House

Phone: 463 5358

Tutorial Coordinator

TBA (A notice will be placed on Blackboard when appointment is confirmed.)

Room: RH120, Rutherford House

Phone: 463 6968

Class Times and Room Numbers

Lectures (Begin Monday, 27 February 2006)

Monday 3.40pm – 4.30pm RHLT1

Thursday 10.30am – 12.20pm RHLT1

Tutorial Sign-up and Allocation Procedure

Tutorial sign-up will commence **in person during the first lecture on Thursday 2nd March**. Please ensure that you attend this lecture, as **requests will not be taken by email or by phone**.

Confirmation of your tutorial group will be posted on Blackboard and on the HRIR notice board on the mezzanine floor of Rutherford House by **6pm Monday 6th March**. All students must check these lists before going to the first tutorial. If you have any serious problems about the allocations please email Adrienne McGovern-Wilson (Adrienne.McGovern-Wilson@vuw.ac.nz).

Once tutorial allocations have been made changes will only be made in exceptional circumstances and students requesting a change of tutorial will need to provide documentary evidence of reasons for the requested change.

Please note that employment is not considered an exceptional circumstance.

Tutorials start in the third week of the course.

Course Objectives

HRIR 201 serves as an introduction to current issues and debates concerning the interaction between human resource management and industrial relations and to changing patterns of employment relations. The course explains how the devolution of traditional matters of national, or industry level, bargaining to the workplace forces managers to take greater responsibility over issues relating to employment. This course also explains how the institutional environment - of employment law, trade unions, employer associations and government agencies - interacts with the policies and practices (and strategies) employers develop to manage their human resources.

Course Content

Students are expected to satisfactorily complete the assessment requirements and attend all lectures and tutorials to complete terms. 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.

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.

HRIR 201 – 1st Trimester 2006 – Lecture Programme

| Week of | Topic | Additional Material | Text |
|---|---|--|-------------------------------------|
| Feb 27 th | Course Introduction Genesis—In the beginning... | Videos: <i>The Great Discontinuity</i> and <i>A Magnificent Century</i> (2000) – 60 min. | |
| Mar 06 th | The Industrial Revolution Development of Two Development of Two HR/IR Nexus—Employment | Video: <i>Clockwork</i> (1982) – 25 min. | R&L Ch. 1 M&J Ch. 1 R&L Ch. 2 |
| Mar 13 th | Evolution of Employment Relations Transformation of Work Dynamics of Employment | Video: <i>A Job at Ford's</i> (1993) – 60 min. | M&J Ch. 3 R&L Ch. 3 |
| Mar 20 th | Market Context of Employment Role of Trade Unions Employment Agreements | Video: <i>Troubled Partnerships</i> (1999) – 35 min. | |
| Essay #1 Due – Friday, March 24, 2006 – 4:30pm | | | |
| Mar 27 th | The Legislative Framework The Institutional Framework | Video: <i>Freedom Under the Law</i> (2000) – 22 min. | R&L Ch. 4 |
| Apr 3 rd | Review Material for Midterm | | |

| Midterm Test – Thursday, April 6, 2006 – 10:30am-12:20pm | | | |
|--|--|---|---------------------------|
| 10-23 April 2006 – Midterm Trimester Break | | | |
| Apr 24 th | Job Analysis & Design Human Resource Planning | Video: <i>HR Acquisition & Development</i> (1985) – 30 min. | M&J Ch. 5 M&J Ch. 6 |
| May 1 st | Joining the Organisation Training & Development | Guest Speaker: Industry Training Federation | M&J Ch. 7/8 M&J Ch. 10 |
| May 8 th | Motivating Workers Managing Performance | Video: <i>What is Motivation?</i> (1999) – 27 min. | M&J Ch. 9 |
| Essay #2 Due – Friday, May 12, 2006 – 4:30pm | | | |
| May 15 th | Remuneration & Reward Systems Designing a Reward System | | M&J Ch. 11 |
| May 22 nd | Third Party Intervention Managing Employment Relations | Guest Speaker: Peter Franks, NZ Mediation Service | (M&J Ch. 4) |
| May 29 th | Health & Safety at Work Health & Safety Regulation | Guest Speaker: DoL H&S Division | R&L Ch. 5 |
| End-of-term Test – Thursday, June 1, 2006 – 10:30am-12:20pm | | | |

- “M&J” denotes Keith Macky and Gene Johnson (2003) *The Strategic Management of Human Resources in New Zealand*, 2nd Edition.
- “R&L” denotes Erling Rasmussen and Felicity Lamm (2002) *An Introduction to Employment Relations in New Zealand*, 2nd Edition.
- Bracketed () listings under “Text” refer to recommended (not required) readings.

HRIR 201 – 1st Trimester 2006 – Tutorial Programme

| Week | Topic | Reading(s)* | Study Question(s) |
|--------|------------------------------|---|---|
| Week 1 | No tutorial | | |
| Week 2 | No tutorial | | |
| Week 3 | Essay Writing Workshop | | |
| Week 4 | Labour Market Flexibility | Peter F. Drucker (2002), “They’re Not Employees, They’re People,” <i>Harvard Business Review</i> Cary L Cooper (2005), “Out and Down,” <i>Director</i> | In what ways have professional employee organisations (PEOs) taken over in-house employee management and relations functions? What are the tradeoffs between outsourcing of employment relations functions and employee development in a knowledge-based organisation? What is the relationship between labour market flexibility and the psychological contract? |
| Week 5 | Trade Unionism | Richard B. Freeman and James L. Medoff (1979), “The Two Faces of Unionism?,” <i>Public Interest</i> , Vol. 57, pp.69-93 “Code of Good Faith for Bargaining for Collective Agreement” (S35 <i>Employment Relations Act 2000</i>) | Explain the relevance of the “monopoly-voice” perspective to both industrial relations and human resource management. How does the “good faith” requirement under the <i>Employment Relations Act 2000</i> affect the role of trade unions as mechanism for employee “voice” in New Zealand? |

| Week | Topic | Reading(s)* | Study Question(s) |
|---------|---|---|--|
| Week 6 | Personnel Administration v. Human Resource Management | Eugene Johnson and Suchitra Mouly, <i>The Human Resource Function In New Zealand Organisations: The Cranfield Survey</i> | What is the difference between personnel administration and human resource management? Is it more than just a new name? |
| Week 7 | Recruitment & Selection | Richard Sisley, "The Recruitment Gamble: Improving The Odds," <i>Management</i> Vol. 44, Iss. 4 (May 1997), pp. 22 & 24. Paul Taylor, "Seven Staff Selection Myths," <i>Management</i> Vol. 45, Iss. 4 (May 1998), pp. 61-65. | What is human resource planning? To recruit committed employees, to what extent should employers aim to hire for attitude rather than aptitude? What do 'validity' and 'reliability' mean, and why are these concepts important to recruitment and selection? |
| Week 8 | Training & Development | Anna Smith, "Training Not Running to Schedule," <i>Management</i> Vol. 44, Iss. 2 (Mar 1997):86. Sherrill Tapsell, "Is Lease More?," <i>New Zealand Management</i> Vol. 46, Iss. 7 (Aug 1999):57-58. | What market driven factors/constraints determine the type and extent of training an organization offers its employees? How well does the core/periphery model of the 'flexible firm' explain different employment conditions and training experiences within as well as across different firms? |
| Week 9 | Managing Compensation | Jeffrey Pfeffer, "Six Dangerous Myths about Pay," <i>Harvard Business Review</i> , May-June 1998. | What is the relationship between compensation and job satisfaction? What is the connection between compensation and performance? What is the danger of reducing compensation in order to cut costs? |
| Week 10 | Managing Employment Relations | Teresa Schweltnus and Louise Taylor (2002), "Time For a Check-up: How to Give Your Enterprise a Clean Bill of Health," <i>New Zealand Management</i> Mike Gould, "Employment Matters," <i>New Zealand Business</i> Vol. 19, No. 2 (March 2005):12-13. Personal Grievance/Rights Dispute Case: "How Much Bereavement Leave Pay?" | Why is it important for organisations to establish internal policies and procedures for dealing with employee complaints? What do human resource managers need to know about employment law? What protections does employment law offer employees as individuals, and collectively? |
| Week 11 | 'Hard' v 'Soft' HRM | Karen Legge, (1995), "HRM: Rhetoric, Reality and Hidden Agendas," In John Storey (Editor), <i>Human Resource Management: A Critical Text</i> (London: Routledge), pp. 33-59. | Is HRM 'soft' or 'hard'? How is the distinction between 'hard' and 'soft' HRM related to that between Scientific Management and the Human Relations Perspective? How are "hard" and "soft" HRM techniques associated with achieving flexibility within the workplace? |

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|---------|---|---|---|
| Week 12 | The Future of Human Resource Management (HRM) | David Parmenter (2002), "How HR Adds Value" <i>New Zealand Management</i> Vicki Jayne (2002), "At The Crossroads: Is Human Resource Management on the Right Track? And Where Exactly is it Headed?," <i>New Zealand Management</i> | How and why has the HR function become marginalized? What are the implications of the marginalisation of HR? How is HRM related to organisational performance? In what ways and why have the focus and functions of HRM changed? |
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Readings

Readings associated with lectures, as specified above in the HRIR 201 Lecture Programme, can be found in Keith Macky and Gene Johnson (2003) *Managing Human Resources in New Zealand*, 2nd Edition and/or Erling Rasmussen and Felicity Lamm (2002) *An Introduction to Employment Relations in New Zealand*, 2nd Edition. Auckland, Addison Wesley Longman.

Students are also expected to read and become familiar with the tutorial readings found in the Course Readings. Readings covered in specific tutorials are identified in the HRIR 201 Tutorial Programme above.

Materials and Equipment

- Students are expected to purchase and have in their possession a copy of the Keith Macky and Gene Johnson (2003) *Managing Human Resources in New Zealand*, 2nd Edition. McGraw Hill, Auckland; and, Erling Rasmussen and Felicity Lamm (2002) *An Introduction to Employment Relations in New Zealand*, 2nd Edition. Auckland, Addison Wesley Longman.
- It is also expected that students will read and be familiar with the Course Readings, which will be supplied to students in the first class session of the trimester, as well as any additional readings and cases supplied in class.
- Please note that students will not be allowed to use books, notes or machines, such as computers or electronic calculators in the end-of-term test.

Assessment Requirements

Assessment for HRIR 201 is to be based on the following:

| | | | |
|------------------|-------------------|--------------------------|-----|
| Essay #1 | (see topic below) | Due Friday 24 March 2006 | 25% |
| Midterm Test | | Thursday 6 April 2006 | 25% |
| Essay #2 | (see topic below) | Due Friday 12 May 2006 | 25% |
| End-of-term Test | | Thursday 1 June 2006 | 25% |

Each of the two essays is to take the form of a research paper—1,500 words in length (give or take 10%).

- The first essay, due Friday 24 March 2006, should seek an answer to the following: *How and why has New Zealand's system of industrial relations changed in the past 20 years?*
- The second essay, due Friday 12 May 2006, should seek an answer to the following: *How has traditional personnel administration evolved to a more strategic approach to managing human resources?*

Essays will be evaluated on their use of outside sources, their style, their logic, their coverage of the topic, and their creativity in fashioning answers to these questions.

Completed essay assignments are to be submitted to BOTH the HRIR 201 assignment box (Mezzanine Floor of Rutherford House, Box #13) and to <http://www.turnitin.com/> no later than 4.30pm (NZ time) on the due date. Turnitin is an online plagiarism prevention tool which identifies material that may have been copied from other sources including the internet, books, journals, periodicals or other students. Turnitin is used to assist your lecturer in detecting misreferencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. The decision about whether any copying is plagiarism will be made in the first instance by the lecturer based on the information supplied by Turnitin. You are strongly advised to check with your tutor if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, access to the full text of submissions will not be made available to any third party. Instructions on using turnitin.com – including class ID

and enrolment password – are available on BLACKBOARD for HRIR 201 and will be discussed in tutorial. Each student will need this information to create his or her own user profile and to enrol in the class.

Penalties

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

Mandatory Course Requirements

To fulfil mandatory course requirements in HRIR 201, students are expected submit each of the two essays and sit both the midterm and an end-of-term tests. In order to pass this course, students are required to obtain at least fifty percent of the overall course marks available.

Notice of Failure to meet Mandatory Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board. Students will be expected to check both places for notification.

Communication of Additional Information

Additional information and information on any changes will be conveyed to students via class announcements and in written form on the university BlackBoard server for HRIR 201.

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>.

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. To check for opening hours call the office on (04) 463 5376.

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 is available for 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.

Check with the Student Administration Office for opening times (04) 463 5376.

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.

Manaaki Pihipihinga Maori and Pacific Mentoring programme (Faculties of Humanities and Social sciences and Commerce and Administration).

- **What:** Academic Mentoring for Maori and Pacific students studying at all levels in the above faculties. Weekly sessions for an hour with a mentor to go over assignments and any questions from tutorials or lectures. Registered students can use the faculty's study rooms and computer suite at any time at Kelburn and Pipitea.
- Mature student and Post grad network

If you would like to register as a mentor or mentee please contact the coordinator.

Where:

Melissa Dunlop
Programme Coordinator
Room 109 D
14 Kelburn Parade: back courtyard
Ph: (04) 463 6015
Email: Maori-Pacific-Mentoring@vuw.ac.nz

Please Note: A mentoring room will also be running at Pipitea Campus starting January. Please contact the Programme Coordinator for details.