



VICTORIA MANAGEMENT SCHOOL

**CMSP 805 HUMAN RESOURCE MANAGEMENT**

Second Trimester 2006

## **COURSE OUTLINE**

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**Start Date:** Tuesday: 11 July 2006  
**Lecture Times:** Tuesdays: 7.40 to 9.30 p.m.  
Location: RHLT2

**Final Examination Period:** 16 October – 11 November 2006

### **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.

**Text book:** 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.

**Lectures:**

<b>DATE</b>	<b>TOPICS</b>	<b>READINGS</b>	<b>CASES AND EXERCISES</b>
<b>Week 1: July 11</b>	Introduction and Context of HRM	M&J ch. 1&2	How to analyze cases?
<b>Week 2: July 18</b>	Job analysis and Competency Profiling	M&J ch. 5	Wellsford Butchers
<b>Week 3: July 25</b>	Recruitment & Selection	M&J ch. 7&8	Choosing the Right Person
<b>Week 4: August 1</b>	Job Evaluation	From course readings: M&N ch. 5	Hay exercise
<b>Week 5: August 8</b>	Remuneration principles/person-based systems	M& J ch. 11	Secondary teachers' collective agreement
<b>Week 6: August 15</b>	Pay for Performance	From course readings M&N ch. 10	Visionary Design Systems
<b>Week 7: September 5</b>	Performance Management	M&J ch. 9	Merit guidelines exercise
<b>Week 8: September 12</b>	Training and Development	M&J ch.10	Wickliffe Traders
<b>Week 9: September 19</b>	Promotions and Careers/ Internal Labour Markets	From course readings: B&K ch. 8 &16	American Manufacturing
<b>Week 10: September 26</b>	Employee Participation	From course readings: B&K ch. 9& 13	PPG
<b>Week 11: October 3</b>	Legislative Environment in NZ	M&J ch.4	Southwest Airlines
<b>Week 12: October 10</b>	Summary		

## Assessment:

Class participation:	10%
Proposal for case study:	5%
Individual case study:	35%
Final examination:	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.

### *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 – select **three** interconnected practices
  - 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, collective agreements, 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 AUGUST 1, 2006 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 OCTOBER 3, 2006 IN CLASS.**

*Final examination:*

The final examination will be a closed book examination administered during the formal examination 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.

**Workload & Group Work:**

Workload expectations for this course are 10 hours per week for the 12 teaching weeks and 30hrs during the mid-trimester break.

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.

**Penalties:**

(i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 of the marks available** for an assignment submitted after the due time on the due date **for each part day or day late.**

When calculating the late penalty **Saturdays, Sundays and public holidays will be included** when counting the number of days that an assignment is late.

**Assignments received more than 7 days after the deadline will not be accepted and the student will automatically fail terms.**

(ii) Course Outlines provide a signal to students of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties.

Extensions to submission deadlines for any assigned work will only be granted in exceptional circumstances.

(iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, providing documentary evidence of the reasons of their circumstances.

All such applications must be made **before** the deadline and be accompanied by documentary evidence, eg a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.

(iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement), that precludes an application in advance, students should make contact with the lecturer as soon as possible, and make application for waiver of a penalty as soon as practicable.

### **Mandatory Course Requirements:**

To meet mandatory course requirements for CMSP 805 students are required to complete individual assignments by due dates; and regularly attend classes. Should you need to be absent from class, discuss it with the course coordinator in advance.

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:**

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

#### *Email Contact*

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, eg MGMT300\_Smith\_Pauline\_3000223344\_Ass1 Query. All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

### **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 and Academic Services Office

The Faculty's Student and Academic Services 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 Student and Academic Services Office on (04) 463 5376.

#### Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education 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.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).

- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

### **General University Policies and Statutes**

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at [www.vuw.ac.nz](http://www.vuw.ac.nz).

### **Student 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 are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy website at [www.vuw.ac.nz/policy/studentconduct](http://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](http://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; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in 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 at [www.vuw.ac.nz/policy/academicgrievances](http://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. The University defines plagiarism as follows:

*The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.*

It is still plagiarism even if you re-structure the material or present it in your own style or words.

*Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.*

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

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

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

### **Students with Impairments**

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as 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, 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 (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email [disability@vuw.ac.nz](mailto:disability@vuw.ac.nz). The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

### **Student Support**

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwao Māori, Manaaki Pihipihinga or Victoria International.

In addition, the Student Services Group (email [student-services@vuw.ac.nz](mailto:student-services@vuw.ac.nz)) is available to provide a variety of support and services. Find out more at [www.vuw.ac.nz/st\\_services/](http://www.vuw.ac.nz/st_services/).

VUWSA employs 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 (tel. 04 463 6983 or 04 463 6984, email [education@vuwsa.org.nz](mailto:education@vuwsa.org.nz)) is located on the ground floor, Student Union Building.

### **Manaaki Pihipihinga - Maori and Pacific Mentoring Programme (Faculty of Commerce and Administration)**

This is a mentoring service for Maori and Pacific students studying at all levels. Weekly one hour sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade, and Room 210 and 211, Level 2, Railway West Wing. Sessions cover drafting and discussing assignments, essay writing, and any questions that may arise from tutorials and/or lectures. A computer suite networked to Cyber Commons is available for student use.

To register with Manaaki Pihipihinga, please contact one of the following:

Puawai Wereta  
Room 210, Level 2  
Railway West Wing  
Tel. (04) 463 8997

Fa'afoi Seiuli  
Room 109 B  
14 Kelburn Parade  
Tel. (04) 463 5842