

VICTORIA MANAGEMENT SCHOOL

HRIR 301 STRATEGIC HUMAN RESOURCE MANAGEMENT

Trimester Two 2006

COURSE OUTLINE

CONTACT DETAILS

COURSE COORDINATOR :

Grant Herman

Room: RH1011, Rutherford House

Phone: 472 0461 or Mobile: (027) 446 3506

Email: grant.herman@vuw.ac.nz or grant.herman@changeworks.co.nz

ADMINISTRATION ASSISTANT :

Tania Loughlin

Room RH1022, Rutherford House

Phone: 463 5358

Email: tania.loughlin@vuw.ac.nz

CLASS LOCATION AND TIME :

Lecture: Monday 1:40 pm - 3.30 pm RHLT2

Lecture: Friday 1:40 pm - 3:.30pm RHLT2

FINAL EXAMINATION: in the period 16th October – 10th November 2006

COURSE OBJECTIVES

This course has two central themes: (1) how to develop systematic, strategic human resource management policies; and (2) how these policies can be implemented effectively. 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 CONTENT

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 1, 2 and 3. However, you should have read and understood the first five chapters of the text before the class in week 4.

EXPECTED WORKLOAD

This is difficult to estimate. As a guide only on workload in addition to time spent at lectures, you should expect to spend (a) overall between approximately 8-10 hours a week for the 12 teaching weeks reading texts or other books/articles, analysing issues raised in lectures, and working on your journal and case study, and (b) at least a week revising and preparing for the final examination.

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 second week of the course. There are two copies of the text on closed reserve in Commerce & Law Library

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	14 July	Course outline Introduction: What is strategic HRM?
2	21 July	The various contexts for thinking about HRM
3	28 July	Strategic HRM and Organisational Change Allocation of groups and discussion of seminar topics.
4	4 August	Employment and Economics Employment from a Social Perspective The External Labour Market Internal Labour Markets
5	11 August	Employment Equity Diversity as an HR strategy
6	18 August	Recruitment and Selection
7	8 September	Training and Career Development
8	15 September	Compensation and Motivation
9	22 September	Performance Management
10	29 September	High Commitment HRM
11	6 October	Future Challenges for HRM
12	13 October	Review and Conclusion

COURSE ASSESSMENT:

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

Course Journal	25%
Group report and analysis	15%
Final examination	60%

Item 1

Course Journal (total length between 1,300-1,500 words, value 25%): due Friday 15 September 2006

Approximately 180-220 words per week to be completed by students during weeks 2-8, containing reflections on the lectures, readings and case studies. This assessment item is designed, firstly, to ensure that students have a working knowledge of the HRM issues raised throughout the course and, secondly, to provide students with a record of how their understanding of these issues has developed as the course progresses. An additional purpose behind the assignment is to encourage reflection on the various issues raised, and therefore a 'deeper' approach to learning.

Students should devote approximately 2-3 hours per week on the course journal - involving thinking about the topics presented and discussed, expressing their thoughts on each week's topic and seminar discussions. A template for the course journal will be provided.

Item 2

Group work - Case Report (total length approximately 1,500-1,800 words, value 15%): due Monday 2 October 2006

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 report, which should include the following features:

- Overview of the organisation concerned and its current HRM practices.
- Clear identification of the key issues and problems.
- Review of relevant literature, and how the thinking in the literature can be applied to the issues.
- If required, a set of recommendations, based on your collective reading, observation and analysis, on how the organisation could resolve the issues you have identified.

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.

A single grade will be given for the group report.

Item 3

Final Examination (value 60%)

The final examination will require students to draw on their understanding of the lectures, readings and case studies discussed during the course. The content of the examination will be discussed with students during the final weeks of the course.

MANDATORY COURSE REQUIREMENTS

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

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 Victoria Management School reception on Level 10, Rutherford House before 4.30pm.

Students must prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

GRADING GUIDELINES

The following broad indicative characterisations of grade will apply in grading assignments and the exam:

A+	excellent performance in all respects
A	excellent performance in almost all respects
A-	excellent performance in many respects
B+	very good, some aspects excellent
B, B-	good but not excellent performance
C+, C	work satisfactory overall but inadequate in some respects
D	poor performance overall, some aspects adequate
E	well below the required standard
K	Failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment.

COURSE MATERIALS AND 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-ordinator 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.

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.

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. 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; 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.

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.

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. 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) is available to provide a variety of support and services. Find out more at 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) 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
Email: Puawai.Wereta@vuw.ac.nz

Fa'afai Seiuli
Room 109 B
14 Kelburn Parade
Tel. (04) 463 5842
Email: Faafoi.Seiuli@vuw.ac.nz

VICTORIA UNIVERSITY OF WELLINGTON
Te Whare Wānanga o te Ūpoko o te Ika a Māui



VICTORIA MANAGEMENT SCHOOL

HRIR 301 STRATEGIC HUMAN RESOURCE MANAGEMENT

Trimester 2 2006

Assignment Cover Sheet

Assignment No: _____

Topic: _____

Due _____ 2006

Name: _____

Student ID: _____

Course Lecturer: _____ Grant Herman _____