

**VICTORIA MANAGEMENT SCHOOL**

**HRIR 304 WORKPLACE INDUSTRIAL RELATIONS**

Trimester Two 2006

**COURSE OUTLINE**

**CONTACT DETAILS**

**COURSE COORDINATOR :**

***George Lafferty***

Room 1006 Rutherford House

Phone 463-5084

Email [george.lafferty@vuw.ac.nz](mailto:george.lafferty@vuw.ac.nz)

**ASSISTANT LECTURER**

***Sarah Proctor-Thomson***

Room 1032 Rutherford House

Phone 463-9982

Email [sarah.proctor-thomson@vuw.ac.nz](mailto:sarah.proctor-thomson@vuw.ac.nz)

**ADMINISTRATION ASSISTANT**

***Tania Loughlin***

Room RH1022, Rutherford House

Phone: 463 5358

Email: [tania.loughlin@vuw.ac.nz](mailto:tania.loughlin@vuw.ac.nz)

**CLASS LOCATION AND TIME**

Tuesday	15.40-16.30	GB LT1
Wednesday	15.40-17.30	GB LT1

**FINAL EXAMINATION:** the period 16<sup>th</sup> October – 10<sup>th</sup> November 2006

**COURSE OBJECTIVES**

Contemporary industrial relations policies and practices, both in New Zealand and internationally, place an increasing emphasis on the importance of workplace industrial relations. This course is designed to explore the main issues in workplace industrial relations and to examine the ways in which they challenge traditional notions about the roles of employers, managers, employees and union officials. Key areas to be covered include the impact of current workforce trends, flexible work, the structure and scope of workplace bargaining, employee representation, and union strategy.

## COURSE CONTENT

By the end of this course, students should:

- (i) be able to demonstrate an understanding of the political and economic imperatives that affect workplace industrial relations;
- (ii) have a critical appreciation of the issues that shape workplace industrial relations.

## WORKLOAD

Students should spend approximately 9 hours per week on this course, including class attendance.

## TEXT AND READINGS

There is no prescribed text for the course. Students are expected to consult the readings provided in the course materials. It is also expected that students will refer to additional readings. These may be found:

- In the references provided by the authors of the articles/chapters/books in the course reading materials.
- In the recommended journals provided in the course guide.
- In a catalogue search of the library's reading materials.

## ASSESSMENT REQUIREMENTS

The assessment for HRIR304 consists of two items. **All** items must be completed to pass the course.

Assessment	%	Length	Due Date
Debate Presentation	15	-	Throughout the course
Debate Essay	35	2,000 words	16 October 2006
Final Examination	50	-	16 <sup>th</sup> October – 10 <sup>th</sup> November 2006

### 1. Debate Presentation

Debate groups will be organised during week 1. Debates will occur during weeks 3-11. The debate presentation will be assessed on its clarity, exploration of the main issues. Audio-visual and data projection facilities will be available. The debate presentation assessment will consist of a group mark (10%), plus an individual mark (5%), and will form 15% of the total marks for the course. The debate presentation will provide the basis for the second assessment item, the debate essay.

Debate Issues

**Week:**

3. Management is the responsibility of managers.
4. Unions are essential to redress the power imbalance between employers and employees.
5. Loyalty is no longer part of the employment relationship.
6. Nurses should not be allowed to strike.
7. Small businesses should be exempt from unfair dismissal laws.
8. Workplace health and safety is best left to self-regulation by organisations.
9. The 'virtual organisation' means the end of the traditional manager's role.
10. Higher economic growth can only be achieved through a less regulated labour market.
11. Unions represent only the most privileged sections of the New Zealand workforce.

## Debate Format

There are two teams (4 members) in each debate: the 'affirmative' and the 'negative'. The affirmative side presents first, followed by the negative side.

Each group should agree on a number of points that they wish to present and each member of the group must deliver part of the presentation. You should also be familiar with the arguments that are likely to be presented by the other side – you may wish to discuss this with the other side.

The debate has the following stages:

- 1) Presentation by the affirmative side.
- 2) Presentation by the negative side.
- 3) Rebuttal by the affirmative side.
- 4) Rebuttal by the negative side.
- 5) Conclusion by the affirmative side.
- 6) Conclusion by the negative side.

Each group should allocate responsibilities as follows:

- 1) One person to deliver the introduction, with an overview of the case (approximately 4 minutes).
- 2) 2 people to deliver the main points of each case (approximately 8 minutes in total).
- 3) One person to deliver a rebuttal (2 minutes) of the other side's presentation. No new arguments in support of the side's case can be introduced at this point.
- 4) One person to provide a conclusion, which should end with a single-sentence summary of why the debate statement should be accepted or rejected (approximately 3 minutes).

At the conclusion of the presentations, there will be 10 minutes for questions, followed by a vote on which case is the more convincing. (The outcome of the vote has no effect on student marks.)

## 2. Debate Essay (35%) (2,000 words)

The debate essay is to be written as an **individual**, not group, piece of work. It should provide a critical analysis of the statement discussed during the debate, with reference to both relevant literature and to your own workplace experiences. You should address the following issues: the significance of the debate statement addressed; the main issues it raises; the respective arguments for and against the statement; you should conclude with your own critical evaluation of the merits and significance of the statement.

## 3. Final Examination

A final examination will be held during the University exam period (16 Oct-12 Nov 2006). The exam will be based on the debates held during the course. Discussion of the exam will take place in week 12 of the course.

## HANDING IN ASSIGNMENTS

Your assignments should be handed in to the course **Assignment Box 15** 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.

## MANDATORY COURSE REQUIREMENTS

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

Submit all assignments by their due dates. Late assignments will have their mark reduced by 5% for each day it is overdue, unless there is a valid reason as to why it is late. Assignments that are over 10 days late will not be accepted. All items must be completed to pass this course.

## **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.

## **LECTURE SCHEDULE**

<b>Week</b>	<b>Topic</b>
1 (11 July)	Introduction: Workplace Industrial Relations
2 (18 July)	The Employment Relationship: Voice and the Workplace
3 (25 July)	Negotiation and Organisation
4 (1 Aug)	Organisation and Membership
5 (8 Aug)	The Flexible Workplace
6 (15 Aug)	Strategies for the Flexible Workplace
7 (5 Sep)	Health and Safety in the Workplace 1
8 (12 Sep)	Health and Safety in the Workplace 2
9 (19 Sep)	The Workplace & Productivity
10 (26 Sep)	Tripartism, Collective Bargaining and Decentralisation
11 (3 Oct)	New Zealand: the Impact of Decentralisation
12 (10 Oct)	The Current New Zealand Situation

## **Seminar Readings**

### **Week 2 The Employment Relationship: Voice and the Workplace**

Budd, J.W. (2004) 'The objectives of the employment relationship', in J.W. Budd, *Employment with a Human Face*, Ithaca: Cornell University Press.

### **Week 3 Negotiation and Organisation**

Pinnington, A. and Lafferty, G. (2003) 'Brief notes on negotiation skills', from A. Pinnington and G. Lafferty, *HRM in Australia*, Melbourne: Oxford University Press.

### **Week 4 Unions: Organisation and Membership**

Blackwood, L., Lafferty, G., Duck, J. and Terry, D. (2003) 'Putting the group back into unions: a social psychological contribution to understanding union support', *The Journal of Industrial Relations*, 45(4): 485-504.

### **Week 5: Health and Safety in the Workplace 1**

Dorsett, S. and Lafferty G. (2006) *National Report: New Zealand – Occupational Health and Safety*, XVIII World Congress of Labour and Social Security Law, Paris: International Labour Organisation.

### **Week 6 Health and Safety in the Workplace 2**

As for week 5.

### **Week 7 The Flexible Workplace**

Spoonley, P. (2004) 'Is non-standard work becoming standard? Trends and issues', *New Zealand Journal of Industrial Relations* 29(3): 3-24.

### **Week 8 Strategies for the Flexible Workplace**

Gray, M. and Tudball, J. (2003) 'Family-friendly work practices: differences within and between workplaces', *The Journal of Industrial Relations*, 45(3): 269-291.

### **Week 9 The Workplace & Productivity**

Workplace Productivity Working Group (2004) 'Meeting the workplace productivity challenge', from *The Workplace Productivity Challenge*, Wellington: Department of Labour.

### **Week 10 Tripartism, Collective Bargaining and Decentralisation**

Clark, S., Lee, C-H. and Li, Q. (2004) 'Collective consultation and industrial relations in China', *British Journal of Industrial Relations* 42(2): 235-254.

### **Week 11 New Zealand: the Impact of Decentralisation**

McLaughlin, C. (2000) '“Mutually beneficial agreements” in the retail sector? The Employment Contracts Act and low-paid workers', *New Zealand Journal of Industrial Relations* 25(1): 1-17.

### **Week 12 The Current New Zealand Situation**

Blackwood, L., Feinberg-Danieli, G and Lafferty, G. (2005), 'Unions and union membership in New Zealand: annual review for 2004', *New Zealand Journal of Industrial Relations*.

## **SUPPLEMENTARY READING**

The following journals contain current research on issues concerning workplace industrial/employment relations:

- Journal of Industrial Relations
- Labour and Industry
- New Zealand Journal of Employment Relations
- Journal of Management Studies
- Asia-Pacific Journal of HRM
- Work, Employment and Society
- British Journal of Industrial Relations
- Human Resource Management Journal
- International Journal of Human Resource Management
- Contract (Department of Labour, Wellington)

The following may be useful web sites to visit for current information:

- NZ Council of Trade Unions <http://www.union.org.nz/>
- New Zealand Employers Federation <http://www.nzef.org.nz/>
- Index of New Zealand Acts of Parliament <http://rangi.knowledge-basket.co.nz/gpacts/actlists.html>
- Glossary of industrial relations terms (NSW Dept of Industrial Relations) <http://www.dir.nsw.gov.au/action/restools/research/kitindex.html>
- Employment Relations Service <http://www.ers.dol.govt.nz/>
- International Labour Organization <http://www.ilo.org/>
- Department of Labour <http://www.dol.govt.nz/>

## **GUIDE TO ASSIGNMENT PREPARATION**

### **Content**

Assignments will be marked primarily on content. Marks will range according to whether and to what extent students successfully answer the question. When writing your papers try to consider the following:

- IR issues are often charged with emotion and ideology. Consider a range (employee, employer, union, management, government) of perspectives to avoid bias.
- Avoid normative (what should be) statements and attempt to explain rather than offer personal suggestions/recommendations.

### **Style and Presentation**

Students need to present their arguments in a clear and concise manner. Try to observe the following:

- The paper should have a clear introduction expressing the aim and methods of the paper and a conclusion that details the findings and provides a summary of the main points.
- Each new idea requires a new paragraph. Each paragraph needs a topic (first) sentence that links the current paragraph to the previous one and introduces the topic of the paragraph. Avoid one-sentence paragraphs.
- Students are expected to write according to the stated word limits. Marks will be deducted for those assignments which are considerably less than or in excess of the stated word limits.

## REFERENCING

There are different styles of referencing and there are no set requirements as to the use of a particular system for this course.

Whatever system is used, the following should be observed:

- You must provide references for any ideas that are not your own. When in doubt, reference.
- References must include author, year of publication and page numbers.
- You must provide 'quotation marks' if you are quoting. Long quotes, which should be kept to a minimum, generally more than one sentence, should be indented.
- You must provide a list of 'References' at the end of the paper. Only place the citations used in the text in the reference list (it is a list of references not a bibliography).
- There are no set requirements for the number of readings you need to cite.

## PENALTIES - for Lateness & Excessive Length of Assignments

- (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. Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Requirements**.
- (ii) Course Outlines provide a signal to student 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**, to the Course Coordinator, 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 Tutorial Coordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic. **The penalty will be 10% of the grade for an assignment which is more than 10% over the word limit.**

## **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 Kaiwawao 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  
Email: [Puawai.Wereta@vuw.ac.nz](mailto:Puawai.Wereta@vuw.ac.nz)

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



**VICTORIA MANAGEMENT SCHOOL**

**HRIR 304 WORKPLACE INDUSTRIAL RELATIONS**

Trimester 2 2006

**Assignment Cover Sheet**

Assignment No: \_\_\_\_\_

Topic: \_\_\_\_\_

Due \_\_\_\_\_ 2006

Name: \_\_\_\_\_

Student ID: \_\_\_\_\_

Course Lecturer: Professor George Lafferty