

VICTORIA MANAGEMENT SCHOOL
MMBA 519 HUMAN RESOURCE MANAGEMENT

Trimester 2 2006

COURSE OUTLINE

Contact Details

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Class Times and Room Numbers

Wednesdays 19:40 to 21:30.
Room: RH LT 2

Final examination period: 16 October to 11 November 2006

Course Objectives

The Master of Business Administration Programme serves to produce professional managers capable of fulfilling strategic roles within corporate and government enterprises. Integral to this capability is an understanding of the importance of Human Resource Management (“HRM”) structures, practices, procedures and processes in organisations.

This course seeks to inform students of the strategic impact of HRM within organisations, the key processes that make up the multi-dimension nature of modern HRM practice, and the importance of the interrelationships between the numerous policies and practices that are involved.

By the end of this course, you will have developed and deepened your understanding of HRM by:

1. Practically applying the multi-dimensional model of HRM that will be taught in the first lecture through a number of different processes, including auditing an existing HR department and completing an assignment directly relating to it; and
2. Applying contemporary academic research relating to the utilisation of the HRM function in organisations to a practical situation; and
3. Studying the subject with the use of a textbook specifically designed to teach HRM in the New Zealand workplace.

Course Content

Lecture	Date	Topic
1	12/07/2006	The 'Employment Life Cycle' and a multi-dimensional model of HRM in organisations
2	19/07/2006	Why have HRM anyway? What value does it add? What cost does it incur?
3	26/07/2006	The five pillars: 1. Recruit, <i>the strategic advantage</i>
4	02/08/2006	The five pillars: 2. Manage, <i>musts, must-nots, and consequences</i>
5	09/08/2006	The five pillars: 3. Reward, <i>why people go to work</i>
6	16/08/2006	The five pillars: 4. Improve, <i>making your people the best they can be</i>
7	23/08/2006	The five pillars: 5. Exit, <i>saying goodbye</i>
8	30/08/2006	The HR Professional, <i>coach or policeperson</i>
9	31/08/2006	Managing performance, <i>the quid pro quo for wages</i>
10	06/09/2006	Employment Relations, <i>the squeaky wheel</i>
11	13/09/2006	Change, <i>the inevitable and the difficult</i>
12	20/09/2006	Pulling it all together, <i>a multi-dimensional model of HRM</i>

Readings

Compulsory text for course:

Rudman, R. (2002). *Human Resource Management in New Zealand*. Pearson Education: Auckland.

Handouts:

Cascio, W.F. (2005). From business partner to driving business success: the next step in the evolution of HR management. In Losey, M., Meisinger, S., and Ulrich, D. (eds.). *The future of human resource management: 64 thought leaders explore the critical issues of today and tomorrow* (2005). John Wiley and Sons: New Jersey. Pp. 103-109.

Fabling, R. and Grimes, A. (2005). *HR Practices & Firm Performance: What matters and Who Does it?*(unpublished). mimeo, Ministry of Economic Development: Wellington.

Fabling, R. and Grimes, A. (2006). *Practice makes profit: Business practices and firm success*. (Revised unpublished paper to the New Zealand Association of Economists conference, Auckland 2003). mimeo, Ministry of Economic Development: Wellington.

Ulrich, D. and Brockbank, W. (2005). *HR the value proposition*. Harvard Business School Publishing: Boston. Chapter 1.

NOTE: There may be other readings provided during the course.

Workload

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

Assessment Requirements

Students will 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.

1. Group Assignment	20%	due 17 August 2006
2. Individual Assignment	30%	due 21 September 2006
3. Course Examination	50%	Final examination period

1 – Group Assignment: HRM audit report

Due date: 17 August 2006 - at the start of lecture 7

Length: 4,500 to 5,000 words

Marks: 20%

In groups (if you are not part of a group that is completing this paper, you will be formed into groups of five or six at the beginning of lecture 1) you are to approach an HR Director/Manager and seek permission to jointly conduct an audit of the HRM systems, processes, procedures and practices. You are to use the multi-dimensional model of HRM that is taught in lecture 1 (there will be PowerPoint slides and a handout available relating to this model) to check what is in use in the organisation concerned. You must promise the HR Manager/Director that the information collected will be used only for this assignment, that they will be given a copy and everything will be treated in the strictest confidence.

You should allocate out the various aspects of the model for individuals to investigate and report back to your group. You are to jointly prepare a report to the HR Director/Manager concerned outlining the findings of your audit in relation to the multi-dimensional model. The report must set out clearly what you found that was part of the model, what you found that was additional to the model, and what aspects of the model were missing. You should comment specifically on the congruence (or not) that you found between the various policies and procedures that exist. You must complete the report with a full set of recommendations.

The report must conform to the assignment writing guidelines for a report, including correct use of APA referencing.

1 – Individual Assignment: Essay.

Due date: 28 September 2006 - at the start of lecture 12

Length: 4,500 to 5,000 words

Marks: 30%

Write an essay on what the organisation that was the subject of assignment 1 (from the group in which you participated) could do to utilise the HR function to more effectively drive business success. In constructing this essay you are to:

- Discuss the lessons embodied in the handout from Cascio (2005) on the case study of the HR management practices at SYSCO Corporation and the effects of those practices on the ability of the HR function to drive business success and whether or not those lessons have any applicability to the organisation concerned;
- Discuss the conclusions of the research on the effect of HR practices on business success as outlined in the two handouts from Fabling and Grimes (2005 and 2006), and whether or not that research has any applicability to the organisation concerned;
- Discuss the philosophy relating to how value is added by the HR function as outlined in the handout from Ulrich and Brockbank (2005) and whether or not that philosophy has any applicability to the organisation concerned, and

(d) Any other relevant research that is pertinent to your discourse.

NOTE: whilst this assignment uses the outcome of assignment 1 as the basis upon which to consider what, if any, changes, additions or deletions to HRM practices in that organisation would assist to better drive business success, it is an individual assignment. Study groups are not to collaborate on this assignment. It is expected that members of groups that presented the first assignment will come to different conclusions. What is expected in this assignment is academically sound, masters level work that takes an existing business situation and applies the outcomes of contemporary academic research to inform effective business planning. You must complete the essay with a full set of conclusions.

The essay must conform to the assignment writing guidelines for an essay, including correct use of APA referencing.

Penalties

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A “zero” mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

Mandatory Course Requirements

In order to pass this course, students are required to obtain at least forty percent of the final examination marks available, and obtain at least fifty percent of the overall course marks available.

Victoria MBA Grading Standards are as follows:

Excellent Category

A- (75 – 79%) to A (80 – 84%) to A+ (85% and above): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master’s level.

Very Good Category

B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds “competency”.

Good Category

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

Satisfactory Category

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

Marginal Category

C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student.

Unsatisfactory / Failure Category

E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.

Individual Work

While the Victoria MBA programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments.

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>).

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 MMBA 519.

Lecture Schedule and Reading Requirements – MMBA 519

Lecture	By date	Readings that MUST have been completed before the lecture
1	06/07/2006	Nil
2	13/07/2006	Ulrich, D. and Brockbank, W. (2005) <i>HR the value proposition</i> . Harvard Business School Publishing: Boston. Chapter 1. Fabling, R. and Grimes, A. (2005) <i>HR Practices & Firm Performance: What matters and Who Does it?</i> (unpublished). mimeo, Ministry of Economic Development: Wellington. Fabling, R. and Grimes, A. (2006) <i>Practice makes profit: Business practices and firm success</i> . (Revised unpublished paper to the New Zealand Association of Economists conference, Auckland 2003). mimeo, Ministry of Economic Development: Wellington.
3	20/07/2006	Rudman, R. (2002). <i>Human Resource Management in New Zealand</i> . Pearson Education: Auckland – Chapters 12, 13, 14, 15 and 18.
4	27/07/2006	Rudman, R. (2002). <i>Human Resource Management in New Zealand</i> . Pearson Education: Auckland – Chapters 6, 7, 8 and 9.
5	03/08/2006	Rudman, R. (2002). <i>Human Resource Management in New Zealand</i> . Pearson Education: Auckland – Chapters 23, 24 and 25.
6	10/08/2006	Rudman, R. (2002). <i>Human Resource Management in New Zealand</i> . Pearson Education: Auckland – Chapters 21 and 22.
7	17/08/2006	Rudman, R. (2002). <i>Human Resource Management in New Zealand</i> . Pearson Education: Auckland – Chapter 28.
8	24/08/2006	Rudman, R. (2002). <i>Human Resource Management in New Zealand</i> . Pearson Education: Auckland – Chapters 1, 2, and 3.
9	31/08/2006	Rudman, R. (2002). <i>Human Resource Management in New Zealand</i> . Pearson Education: Auckland – Chapters 19 and 20.
10	07/09/2006	Rudman, R. (2002). <i>Human Resource Management in New Zealand</i> . Pearson Education: Auckland – Chapters 16, 17 and 27.
11	21/09/2006	Nil
12	28/09/2006	Nil

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 Kaiwawao 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

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