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

Victoria Management School

HRIR 201 MANAGING HUMAN RESOURCES & INDUSTRIAL RELATIONS

Summer Trimester 2006

COURSE OUTLINE

COURSE COORDINATOR

Chris Dunn
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Phone: 463 5233 extn 8632
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Lecturer

Grant Herman
Room: RH 110, Rutherford House
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ADMINISTRATION ASSISTANT

Tania Loughlin
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TUTORIAL COORDINATOR

Garry Tansley
Room: RH 120, Rutherford House
Phone: 463 6968 or 463 6675
Email: gary.tansley@vuw.ac.nz

CLASS TIMES AND ROOM NUMBERS

Lectures   Begin Tuesday, 13th November 2006
Location   MCLT103 (Kelburn)
Day   Tuesday, Wednesday, Thursday 10.00am – 12.50pm

COURSE OBJECTIVES

This course introduces students to the key issues and debates that dominate the management of industrial relations and human resources within modern organisations. These include the nature of industrial relations, the negotiation of employment conditions, the resolution of employment disputes, employee recruitment, performance management and remuneration and training and development. The course identifies future trends in the nature of work and their likely impact on how employees are managed. This course is targeted towards students with no previous knowledge or experience of industrial relations and human resource management issues. Given this expanding field, there are a number of key learning objectives.

These include:
- to explain the historical origins of industrial relations and trade unions,
- to investigate some of the most important contemporary issues in industrial relations,
- to explore the origins of HRM and differentiate it from Personnel Management,
- to develop an understanding of the key areas of HRM,
- to explore the main debates that dominate each area of HRM.

TUTORIAL SIGNUP INSTRUCTIONS

Requirements to use this programme:
· 	You must be enrolled in the course whose tutorial you want to sign up for; and
· 	You will need your SCS username and password.

You will only be allowed to enrol in **ONE** tutorial session. You must always attend the tutorial sessions that you have signed up for. If you attend a different session, your attendance **will not** be recorded.

Instructions
1. Go to the signup website at: https://signups.vuw.ac.nz

2. Enter your SCS username and password to log into the system.

3. The "Signup Home" page opens. It displays all courses you are enrolled for and that use the new signup system. Click on HRIR 201.

4. HRIR 210 course page opens. It will show the course contact, brief detail of the signup requirements including last date to enrol, and the schedule of tutorials. A "key" is provided at the bottom of the page that explains all buttons and what they do.

5. The schedule of tutorials includes the day/time, location, maximum group size, and spaces left in the tutorial session.

6. If there are spaces left in a particular session, you will see the "ENROL" button next to it. You can click this button to enrol yourself into that tutorial session.

7. If there are NO more spaces left in a particular session, you will see the "JOIN WAITLIST" button. You can click this button to join the waitlist for that tutorial session. You will be removed from any other waitlist you may have joined earlier. If somebody withdraws from this session, you will automatically be moved up the waitlist or enrolled into the session. An email will be sent to you if you're enrolled into the session from a waitlist.

8. You can only "JOIN WAITLIST" if you have already enrolled in one of the other available sessions. In other words, "ENROL" in one session and then you can choose to join the waitlist for one (1) other preferred session.

9. You can choose to "WITHDRAW" from a session you are already enrolled in as long as you are NOT ON a waitlist. You can also choose to "CANCEL WAITLIST" to remove yourself from a particular waitlist.

10. A "FULL" button indicates all seats and waitlists are full for that tutorial session. You must choose another.

11. More details on the various buttons in available in the "Key" section at the bottom of the signup page.

12. You can only "ENROL" in one tutorial session and "JOIN one (1) WAITLIST" for other tutorial sessions.

13. You can login and signup (or change your signup) anytime before the last date: midnight Tuesday 14th November 2006. You will NOT be able to signup or change your choice after the last date.

14. You can view/confirm details of the sessions that you are enrolled and waitlisted for by clicking on "My Signups" on the left hand menu.

15. Click on "Support" on the left hand menu if you are having problems.

This online signup system is available round the clock over the internet. Please make use of it to sign up for HRIR 201 tutorial before midnight, Tuesday 15th November 2006. Any requests after this date will need to be manually handled by the Tutorial Coordinator and you'll need to submit a written application stating the reason why you weren't able to sign up on time using the online system, along with other relevant documentation such as medical certificate etc. Please note that the tutorial coordinator will only put you into a particular tutorial session in exceptional circumstances and there is no guarantee that you will get your requested tutorial time.

Attendance at tutorials is compulsory. In order to meet the term requirements of this course, students must ensure that they attend 8 out of 10 tutorials (including absences for sickness, work commitments and bereavement etc). Please note that employment is not considered an exceptional circumstance

MANDATORY COURSE REQUIREMENTS

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

1. Attend all scheduled lectures and at least 8 out of 10 of the tutorials;

2. Complete and submit all assignments by their due dates in both electronic and hard copy formats. Late assignments will have their mark reduced by 5% for each day it is overdue (this applies to weekends as well). Assignments that are over a week late will not be accepted;

3. Submit both the Industrial Relations and the Human Resource Management assignments; and

4. Achieve at least a 40% grade in the final test and an overall grade average of 50% for the two essays and the test.

COURSE TEXT AND READINGS

There are two **core textbooks** for this course. These are:

Rasmussen, E. and Lamm, F. (2002) *An Introduction to Employment Relations in New Zealand*, 2nd Edition. Addison Wesley Longman, Auckland.

Macky, K and Johnson, G. (2003) *Managing Human Resources in New Zealand*, 2nd Edition. McGraw Hill, Auckland.

While copies of these texts are available in the library, students are expected to have access to a personal copy. Students are also expected to read and become familiar with the Course Readings, which will be supplied to students enrolled in this course, and any additional readings and cases supplied in class. The purchase price of these supplemental readings has been assessed through student fees.

The following books are recommended for general background and useful additional information on various aspects of the course:

Rudman, R. (2002) *Human Resources Management in New Zealand*, 4th Edition. Pearson Education New Zealand Ltd., Auckland.

Deeks, J. and Rasmussen, E. (2002) *Employment Relations in New Zealand*. Longman Paul, Auckland.

Geare, A.J. (2000) *Industrial Relations: A General Introduction and the New Zealand System*, 4th Edition. FIRRE, Dunedin.

Rasmussen, E. (ed.) (2004) Employment Relationships: New Zealand's Employment Relations Act, Auckland University Press, Auckland.

Peetz, D. (2006) Brave New Workplace: How Individual Contracts Are Changing Our Jobs. Allen & Unwin, Sydney

COURSE CONTENT

LECTURE PROGRAMME

Week	Date	Topic	Text
1	14th Nov Tue	Course Introduction Industrial Relations: The Historical Background Industrial Relations: Contrasting Perspectives Video	Ch.1 R&L
	15th Nov Wed	Unions & the Labour Movement Taylorism & the Rise of Managerialism Critics of Taylorism Video	Ch.1 R&L
	16th Nov Thur	Fordism, Mass Production & Consumption Unemployment & The Management of Crisis Video	Ch.2 R&L
2	21st Nov Tue	Learning from the Great Depression: the 'Keynesian Consensus' Globalisation, Managerialism & Contemporary Unionism Video	Ch.3 R&L
	22nd Nov Wed	The New Zealand Context: Historical Background Labour Law: The *Employment Contracts Act 1991* Labour Law: The *Employment Relations Act 2000* Video	Ch's. 4- 6 R&L
	23rd Nov Thur	Course Review and exam discussion Course Evaluation Video/Guest Speaker	
3	27th Nov Mon	**One week course break**	**IR ESSAY DUE**
4	5th Dec Tue	Human Resource Management in Context Human Resource Management Models	Ch's 1-3 M&J
	6th Dec Wed	The Management of Human Resource Flows and notions of Careers Human Resource Planning	Ch. 6 M&J
	7th Dec Thur	'Resourcing' the Organisation The Recruitment and Selection Process Training and Development	Ch's 7&8 M&J Ch. 10 M&J
5	12th Dec Tue	Managing Performance Motivating Employees	Ch. 9 M&J Ch. 11 M&J
	13th Dec Wed	Internationalism and HRM Review of HRM Topics	Reading TBA
	14th Dec Thur	Course Review & Evaluation	
	16th Dec Sat	**End of Course Test**	

NOTE: there will be occasional guest speakers or videos for weeks 4 and 5. These are still to be arranged.

"R&L" denotes Erling Rasmussen and Felicity Lamm (2002) *An Introduction to Employment Relations in New Zealand*, 2nd Edition. Addison Wesley Longman, Auckland.

"M&J" denotes Macky, K and Johnson, G. (2003) *Managing Human Resources in New Zealand*, 2nd Edition. McGraw Hill, Auckland.

WEEK		TOPIC	READING(S)*
1	14th Tue	No Tutorial	
	15th Wed	Essay Writing & Research Tutorial	
	16th Thur	Technology and the power of labour	Thompson, E.P. (1968) The Making of the English Working Class, Penguin: Harmondsworth (excerpt).
2	21st Tue	Is Unemployment Necessary?	Eichbaurm, C. (1997) 'Employment and Unemployment; Policy Options in a Market Economy', from S. Birks & S. Chatterjee (eds) *The New Zealand Economy: Issues and Policies.* Palmerston North: The Dunmore Press, pp.202-220.
	22nd Wed	From the eca to the era	Peetz, D. (2006) Brave New Workplaces: How Individual Contracts are Changing Our Jobs. Sydney: Allen & Unwin (excerpt).
			Jeffrey, G (1997) 'The Employment Contracts Act 1991: The Emergence of a New System,' from S. Birks & S. Chatterjee (eds) *The New Zealand Economy: Issues and Policies*. Palmerston North: The Dunmore Press, pp.187-201
	3rd Thur	Contemporary Workplaces	Perry, M., C. Davidson, and R. Hill (1995) Reform at Work, Auckland: Longman Paul (excerpt).
			Wilson, M. (2004) 'The Employment Relations Act: a Framework for a Fairer Way', from E. Rasmussen (ed.) Employment Relations: New Zealand's Employment Relations Act, Auckland: University of Auckland Press.
3		One week course break	
4	5th Tue	Human Resources are an Organisation's Greatest Assets	Storey, J. (1992) 'The HRM Phenomenon' in *Developments in the Management of Human Resources: An Analytical Review,* Blackwell: Oxford.
			Drucker, P. (2002) "They're not employees, they're people", *Harvard Business Review*, February, Reprint: 2-8
	6th Wed	"Hard" v "Soft" HRM	Legge, K. (1995), "HRM: Rhetoric, Reality and Hidden Agendas," In John Storey (Editor), *Human Resource Management: A Critical Text* (London: Routledge), pp.33-59.
	7th Thur	Fitting the Person to the Organisation is more important than fitting the person to the job	Bowen, D., Ledford, G. and Nathan, B. (1991) 'Hiring for the organization not the job', *Academy of Management Executive*, 5 (4): 35-51.
5	12th Tue	Remuneration and Reward Systems	Pfeffer, J. (May-June 1998), "Six Dangerous Myths about Pay," *Harvard Business Review*
	13th Wed	Future Challenges for HRM	Hoogvelt, A. (1997) "Globalisation" in *Globalisation and the Postcolonial World: The New Political Economy of Development*. London: MacMillan Press
			Jayne, V. (Nov 2002) "At the Crossroads: Is Human Resource Management on the Right Track and Where Exactly is it Headed?", *New Zealand Management*

* Unless otherwise noted, tutorial readings are included in the HRIR 201 Course Readings which will be issued to students enrolled in this course at the conclusion of the first lecture session. After this time the readings may be collected from the 10th Floor Reception (RH 1022), Rutherford House. Please note that it will be necessary for you to produce your Student ID in order for you to receive the readings.

COURSE ASSESSMENT

• IR Essay	due by **5pm** Monday 27th November 2006	25%
• End of course test	held on Saturday 16th December 2006	50%
• HR Essay	due by **5pm** Monday 18th December 2006	25%

The assessment for this course will consist of the following:

(A) Industrial Relations Essay (25%): Due by 5pm Monday 27th November 2006

25% of the total course marks will be awarded for this individual essay. The choice of topic for the IR essay will be notified on Tuesday the 14th of November at the first lecture and on the Blackboard.

Essays should be typed, with one and a half line spacing and clearly referenced. Essays should be **no longer than 1,000 words**. In order to facilitate feedback, students should ensure that they complete the **VMS Assignment Cover Sheet,** which is contained on the final page of the Course Outline as well as in the Course Materials section on Blackboard. **Completed essay assignments are to be submitted by the due date as hard copy to the HRIR 201 Assignment Box on the 2nd Floor of Murphy Building and as a "Word" document in electronic file format to Garry see distance 101 co. Blackboard. ALL Late Assignments are to be handed in to Reception, 10th Floor of Rutherford House (Pipitea Campus).**

(B) Human Resource Management Essay (25%): Due by 5 pm Monday 18th December 2006

25% of the total course marks will be awarded for this individual essay. The choice of topics for the HRM essay will be notified on Tuesday the 14th of November at the first lecture and on the Blackboard.

Essays should be typed, with one and a half line spacing and clearly referenced. Essays should be **no longer than 1,000 words**. In order to facilitate feedback, students should ensure that they complete the **VMS Assignment Cover Sheet,** which is contained on the final page of the Course Outline as well as in the Course Materials section on Blackboard. **Completed essay assignments are to be submitted by the due date as hard copy to the HRIR 201 Assignment Box on the 2nd Floor of Murphy Building and as a "Word" document in electronic file format to Blackboard. ALL Late Assignments are to be handed in to Reception, 10th Floor of Rutherford House (Pipitea Campus).**

(C) End of Course test (50%) to be held on Saturday 16th December 2006

50% of the total assessment will be awarded for an in-class **closed book test,** to be held on Saturday 16th December. **No notes, books, electronic devices or other aids are to be used during the in-class test.**

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

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.

Penalties
Extensions, penalties and tutorial terms requirements will be administered by the Course Coordinators. Extensions will require a satisfactory, documented explanation. Late assignments will be penalised five percent (5%) of the total possible marks for the assignment per day. Please note that weekends are counted as two days.

Communication of Additional Information

Information relating to this course will be posted on the Blackboard course management system. Course material will be distributed in lectures, tutorials and/or on Blackboard at http://www.blackboard.vuw.ac.nz/. Any changes to the course timetable or content, or other announcements will be raised in lectures and/or tutorials and posted on Blackboard.

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.

Notice of Turnitin Use
Student work provided for assessment in this course maybe checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an on-line plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting misreferencing, misquotation, and the inclusion of unattributed material, which maybe forms of cheating or plagiarism. At the discretion of the Head of School, handwritten work maybe copy typed by the School and subject to checking by Turnitin. You are strongly advised to check with your tutor or the course coordinator 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, but access to the full text of submissions will not be made available to any other party.

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	Fa'afoi Seiuli
Manaaki Pihipihinga Coordinator	Pacific Support Coordinator
Room 210, Level 2	Room 109 B
Railway West Wing	14 Kelburn Parade
Tel. (04) 463 8997	Tel. (04) 463 5842
Email: Puawai.Wereta@vuw.ac.nz	Email: Faafoi.Seiuli@vuw.ac.nz

The Pacific Support Coordinator is also available on the Pipitea Campus, Room 212, Level 2, Railway West Wing, every Thursday, 1-4pm. No appointment is necessary. You can either come in, email or phone with any issue that you need help with. Fa'afoi links Pacific students to the services and support they need while studying at Victoria.

VICTORIA MANAGEMENT SCHOOL

ASSIGNMENT COVER SHEET

HRIR 201 SUMMER

SURNAME: _____ FIRST NAME: _____

STUDENT ID: _____

ASSIGNMENT NO: ___

DATE DUE: _____

TUTOR'S NAME: _____TUTORIAL NUMBER: ____

TUTORIAL DAY: _____ TUTORIAL TIME: _____

I have read and understood the university policy on Academic Integrity and Plagiarism. I declare this assignment is free from plagiarism.

Signed: _____

SUBMIT TO HRIR 201 ASSIGNMENT BOX, 2ND FLOOR MURPHY BUILDING.

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

VICTORIA MANAGEMENT SCHOOL

ASSIGNMENT COVER SHEET

HRIR 201 SUMMER

SURNAME: _____ FIRST NAME: _____

STUDENT ID: _____

ASSIGNMENT NO: ____

DATE DUE: _____

TUTOR'S NAME: _____TUTORIAL NUMBER: ____

TUTORIAL DAY: _____ TUTORIAL TIME: _____

> *I have read and understood the university policy on Academic Integrity and Plagiarism. I declare this assignment is free from plagiarism.*
>
> Signed: _____

SUBMIT TO HRIR 201 ASSIGNMENT BOX, 2ND FLOOR MURPHY BUILDING.