

Victoria Management School
CMSP 805: HUMAN RESOURCE MANAGEMENT
Trimester Two 2007
COURSE OUTLINE

Course Coordinator: Grant Herman

e-mail: grant.herman@changeworks.co.nz or grant.herman@vuw.ac.nz
Telephone: 472-0461
Mobile: (027)446-3506

Programme

Charlotte Deans

Administrator

Office: Rutherford RH 1004
email: charlotte.deans@vuw.ac.nz
Telephone: 463-5367
Fax: 463-5084

Start Date:

Tuesday 10 July 2007

Lecture Times:

Tuesday 17:40 to 19:30
Location: Rutherford House LT 3

Format:

One two-hour session per week.

The course has a final examination, to be held in the period of 19 October to 10 November 2007.

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: 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.

Workload

Students can expect the workload to be approximately 10 hours work outside class for every 2 hour class. 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. The following table broadly sets out the lecture topics, although the sequence may be subject to some change.

Lecture Topics

DATE	TOPICS
Week 1: July 10	Introduction and Context of HRM
Week 2: July 17	Job analysis and Competency Profiling
Week 3: July 24	Recruitment & Selection
Week 4: July 31	Job Evaluation
Week 5: August 7	Remuneration principles/person-based systems
Week 6: August 14	Pay for Performance
Week 7: September 4	Performance Management
Week 8: September 11	Training and Development
Week 9: September 18	Promotions and Careers/ Internal Labour Markets
Week 10: September 25	Employee Participation
Week 11: October 2	Legislative Environment in NZ
Week 12: October 9	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 class discussion the following week, and 2-3 students will be selected to facilitate that discussion. All students, however, are expected to read and think about the case/exercise in advance and come prepared to participate.

Your evaluation of class participation will depend on your overall contribution, as demonstrated by:

- Facilitating the discussion when required
- Comments that are relevant to the topic being discussed
- Listening to others
- Showing respect for the ideas of others
- Comments based on theory or evidence

- Testing new ideas (rather than just repeating the facts).

At the end of the course, the lecturer will assign a participation mark for each student.

Individual case study:

Students are required to critically analyze the HR practices of the organization they are currently working for (or an agreed alternative). They are required to write:

- (1) A 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; and
 - 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 JULY 31, 2007 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 SEPTEMBER 25, 2007 IN CLASS.

Final examination

The final examination will be a closed book exam administered during the period of 19 October to 10 November 2007. The examination 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.

Mandatory Course Requirements

To meet the mandatory course requirements for CMSP 805, students must:

- Complete and submit the individual assignments by the due dates; and
- Attend at least 10 of the 12 class sessions. *It is the students' responsibility to ensure they register their attendance on a roll taken each week. 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.

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 mandatory course requirements.**
- (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.

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 CMSP805_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 or go to www.vuw.ac.nz/policy.

For information on the following topics, go to the Faculty's website www.vuw.ac.nz/fca under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.