

Victoria Management School
CMSP 805: HUMAN RESOURCE MANAGEMENT
Trimester Two 2008
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 Administrator: Linda Walker

RH1004, Rutherford House

463 5367

Linda.walker@vuw.ac.nz

Start Date: Tuesday 8 July 2007

Lecture Times: Tuesday 19:40 to 21:30

Location: Rutherford House Lecture Theatre 3

Format: One two-hour session per week

Trimester Dates: Monday 7 July to Saturday 8 November 2008 The course has a closed book final examination. 'Students who enrol in courses with examinations should be able to attend an examination at the University at any time during the formal examination period. **Examination dates for trimester two: Friday 17 October to Saturday 8 November 2008.**

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 case studies, 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 | HR Planning, Job Analysis and Competency Profiling |
| Week 3: July 24 | Recruitment & Selection |
| Week 4: July 31 | Job Evaluation |
| Week 5: Aug 7 | Remuneration principles/job-based systems |
| Week 6: Aug 14 | Remuneration principles/person-based systems |
| Week 7: Sept 4 | Performance Management |
| Week 8: Sept 11 | Training and Development |
| Week 9: Sept 18 | Promotions and Careers/ Internal Labour Markets |
| Week 10: Sept 25 | Legislative Environment in NZ |
| Week 11: Oct 2 | Future Issues and Challenges |
| Week 12: Oct 9 | Summary |

Assessment

| Method of assessment | Due Date | Percentage |
|--------------------------|-----------------------|------------|
| Class participation | | 5% |
| Group presentation | Time to be allocated | 10% |
| Proposal for case study: | 29 th July | 5% |
| Individual case study | 29th September | 30% |
| Final examination | 17 Oct – 8 Nov | 50% |

Class participation

You are expected to prepare for each weekly topic by reading the relevant textbook chapter(s) and other assigned reading and to contribute to class discussion.

Your participation will be demonstrated by:

- Providing relevant examples of the HRM topic for the lecture based on your own knowledge and experience
- Listening to others, and showing respect for their ideas
- 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.

Group presentation

From Week 3 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.

The evaluation of your presentation will depend on your overall contribution, as demonstrated by:

- Demonstrated understanding of the case study issues
- Relating the case study context to HRM principles
- Facilitating the discussion when required
- Comments that are relevant to the topic being discussed

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 29th 2008 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 29th 2008 IN CLASS.

Final examination

The final examination will be a closed book exam administered during the period of 17 October to 8 November 2008. The examination will be based on the lecture material, the readings and case discussions.

Mandatory Course Requirements

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

- Complete and hand in the case study proposal and the case study,
- Contribute to, and participate in, the group presentation, and
- Attend at least 10 of the 12 class sessions. *It will be 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.

Grading and Assessment Structure

| | Grade | Percentage Range | Assessment Criteria |
|----------------|-------------|---|--|
| Pass | A+ | 85% and over | Excellent and wide ranging use of literature with clear understanding of implications. Excellent logical argument, strong evidence of critical thinking, evidence of original and creative thinking, clear structure, well presented with no grammatical or spelling errors and excellent referencing. |
| | A | 80-84% | |
| | A- | 75-79% | |
| | B+ | 70-74% | Wide ranging use of literature with some implications outlined. Clearly developed logical argument, evidence of critical thinking, logical structure and presentation, few grammatical or spelling errors, good referencing style. |
| | B | 65-69% | |
| | B- | 60-64% | |
| | C+ | 55-60% | Limited use of literature presented in a mostly descriptive manner. Adequate argument, little evidence of original or critical thinking. Logical but pedestrian structure with some errors in grammar, spelling and referencing style. |
| | C | 50-54% | |
| Failure | D | 40-49% | Little use of literature, which is poorly and descriptively presented. Argument at times confusing. Illogical or unclear structure with poor use of grammar and syntax. Referencing poor and inconsistent. |
| | E F K | Below 40% Overall fail Fail to meet mandatory course requirements | |

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 not meet the 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 on the ground floor (EA005). This counter is the first point of contact for :

- 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.victoria.ac.nz/home/about/policy/students.aspx

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

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

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 students or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: including the work of others will not be considered plagiarism as long as the work 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:

www.victoria.ac.nz/home/studying/plagiarism.html

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 6015. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.