

Victoria Management School

HRIR 201 MANAGING HUMAN RESOURCES AND INDUSTRIAL RELATIONS

Trimester One 2009

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR

Dr Jane Bryson

Room: RH1012, Rutherford House

Phone: 463 5707

Email: jane.bryson@vuw.ac.nz

Website: www.vuw.ac.nz/vms

ADMINISTRATOR

Tania Loughlin

Room: RH1021, Rutherford House

Phone: 463 5358

Email: tania.loughlin@vuw.ac.nz

TUTORIAL COORDINATOR

Garry Tansley

Room: RH 915

Phone: 463-6968

Email: garry.tansley@vuw.ac.nz

Trimester Dates: Monday 2 March to Wednesday 1st July 2009.

Class Times and Room Numbers

Lectures: Monday 1.40pm to 2.30pm RHLT1

Tuesday 1.40pm to 2.30pm RHLT1

Thursday 1.40pm to 2.30pm RHLT1

Tutorials will occur in Weeks 3, 5, 7, 8, 9, 10 and 11. You are required to attend at least 6 of the 7 tutorials.

Withdrawal dates: Information available via

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

Introduction

HRIR 201 provides an introduction to the broad field of human resources and industrial relations as part of laying the foundation for successful completion of higher level courses in this area. The area of HRIR is multi-disciplinary and the course is designed to introduce current issues and debates concerning the *interaction* between human resource management and industrial relations, and to changing patterns of employment relations in a New Zealand context. The emphasis is on developing an awareness of the multiple perspectives of the employment relationship and how theoretical frameworks can be used to analyse and understand these.

Programme and Course-related Learning Objectives

Through a series of structured learning activities including lectures, tutorials, guided independent student work and assessment (two assignments and exam), this course will provide students the opportunity to develop the following attributes relating to the field of HRM and IR:

Critical thinking

- The ability to understand the dynamic nature and various perspectives of the employment relationship
- The ability to analyse, synthesise and apply conceptual frameworks to workplace issues *(assessed by the essay assignments and the examination)*

Creativity

- The ability to bring a broad perspective and wide knowledge to problem-solving around employment issues *(assessed by the essay assignments and the examination)*
- To develop a proactive or forward thinking approach to HRM and IR issues

Communication skills

- To articulate knowledge and critical thinking about HRM and IR issues in a clear professional manner, orally in a group environment and in formal written form. *(assessed by the essay assignments and the examination, and practiced in tutorials)*

Leadership skills

- To develop HRM and IR competencies that can contribute to organisational capability
- To promote and motivate independent thinking of peers and colleagues *(practiced in tutorials)*

A global perspective

- To demonstrate knowledge of the interaction between global employment issues and the local employment relations environment *(assessed by the essay assignments and the examination)*
- To gain an appreciation and experience of a culturally diverse working environment

Expected Workload

Students can expect the workload to be approximately 10-15 hours per week of student work, including both scheduled contact time (lectures, tutorials) and outside class.

HRIR 201 – LECTURE PROGRAMME – 1ST TRIMESTER 2009

Week	Lecture topics	Reading	Tutorial
1 2, 3, 5 March	HRM, IR and ER - what are they? <ul style="list-style-type: none"> • The nature of work/ employment • The development & philosophy of IR & HRM & ER 	M Ch 1 R&L Ch 1	
2 9, 10, 12 March	IR system & Legislative Frameworks in NZ Context <ul style="list-style-type: none"> • Prior to 1990 & Employment Contracts Act (1991) • Employment Relations Act (2000) • Contracts – Legal & psychological 	M Ch 5 R&L Ch 3, 4	
3 16, 17, 19 March	Strategic HRM <ul style="list-style-type: none"> • The role of theory, frameworks, models in HR • Best practice vs best fit • Resource based view of the firm 	M Ch 2	Tutorial 1
4 23, 24, 26 March	HR Planning & Workforce Organisation <ul style="list-style-type: none"> • Flexible workplace/ Flexible worker? • Core-periphery models of workforce organisation 	M Ch 6 Hartmann, L (reading in green course readings book)	

5 30, 31 Mar; 2 April	Establishing the Employment Relationship in Organisations <ul style="list-style-type: none"> • Recruitment • Selection • Socialisation 	M Ch 7, 8	Tutorial 2
6 6, 7, 9 April	Pay & Rewards <ul style="list-style-type: none"> • Legislation – pay equity, minimum wage • Monetary rewards, non-monetary rewards – motivation • Influences on pay (collective bargaining) 	M Ch 11 R&L pg 109	8 April - 1st assignment due
10 - 26 April	Easter & Mid Trimester Break		
7 27, 28, 30 April	Performance management, Conflicts & Resolutions <ul style="list-style-type: none"> • Performance management • Discipline, grievances, disputes and resolution • Employee voice & participation 	M Ch 9	Tutorial 3
8 4, 5, 7 May	Developing people <ul style="list-style-type: none"> • Skills, capability and productivity for NZ • HR Development • Careers & development 	M Ch 10 R&L Ch 6 (pg 100-106)	Tutorial 4
9 11, 12, 14 May	Health, Safety & Well-being <ul style="list-style-type: none"> • Making workplaces safer – legislation • Stress, and well-being • Discrimination, equity and diversity 	M Ch 12 R&L Ch 5 M Ch 4	Tutorial 5
10 18, 19, 21 May	Organisation & Change <ul style="list-style-type: none"> • Organisational change – restructure, downsizing • Workplace reform 	R&L , p 106-114 Redman & Wilkinson (reading in green course readings book)	Tutorial 6 20 May - 2nd assignment due
11 25, 26, 28 May	International HR & IR <ul style="list-style-type: none"> • Debates in international HRM • Internationalisation of industrial relations • HR & IR careers 	M Ch 3	Tutorial 7
12 1 June No lecture 2, 4 June	Evaluating HRM & IR in the workplace <ul style="list-style-type: none"> • Balanced scorecard & other audit tools • Course review & exam preparation 	M Ch 13	

Tutorial Signup Instructions

Requirements to use this programme:

- You must be enrolled in the course for the 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:

Go to the signup website at: <https://signups.victoria.ac.nz> and enter your SCS username and password to log into the system.

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

HRIR 201 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.

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

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.

If there are NO more spaces left in a particular session, find another. You can waitlist in your desired tut if the waitlist spaces have not been filled. If this is the case you will see the “JOIN WAITLIST” button. You can click this button to join the waitlist for your desired 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.

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. The WAITLIST is only active while the tutorial sign up process for your course is active. In other words, once the signup process has been closed for your course the WAITLIST is AUTOMATICALLY CANCELLED. It does not roll over into the start of the tutorials.

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.

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

More details on the various buttons are available in the “Key” section at the bottom of the signup page.

You can only “ENROL” in ONE tutorial session and “JOIN ONE (1) WAITLIST” for other tutorial sessions.

You will be able to login and signup (or change your signup) anytime between 12 midnight Sunday 1 March 2009 and the last date: midnight Thursday 12 March 2009. You will NOT be able to signup or change your choice after the last date - midnight Thursday 12 March 2009. Any changes will be made by the tutorial coordinator on a case by case review of your ‘exceptional circumstance’.

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.

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 a HRIR 201 tutorial before midnight, the Thursday 12 March 2009. Any requests after this date will need to be manually handled by the Tutorial Coordinator and you will need to submit a written application stating the reason why you were not able to sign up on time using the online system, along with other relevant documentation such as a 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.

Tutorials start on the third week of the course. As there is a maximum of 17 students per tutorial class you are encouraged to sign up early. Placement into a tutorial will be strictly on a first-come-first-served

basis. Confirmation of your tutorial group will be posted on Blackboard by 5pm Friday 13 March 2009. If you have any serious problems about the allocations see the Tutorial Coordinator asap.

Readings

The **required** textbook is: Keith Macky (ed.)(2008) *Managing Human Resources: contemporary perspectives in New Zealand*, McGraw Hill, Auckland

The **recommended** textbook: Erling Rasmussen and Felicity Lamm (2002) *An Introduction to Employment Relations in New Zealand*, 2nd Edition. Auckland, Addison Wesley Longman.

Assessment Requirements

Assignment	Title	Weight	Date
1	Individual Assignment One - essay	25%	5pm, Wednesday 8 April 2009
2	Individual Assignment Two - issue analysis	25%	5pm, Wednesday 20 May 2009
3	Final Examination	50%	12 June – 1 July 2009
	TOTAL	100%	

1. Individual Essay

Date: Weds, 8 April Marks: 25%

Length: 1500 words

Essay Question:

Some commentators hold the view that: "Industrial Relations is an outmoded concept that has no place in organisations managed according to the principles of Human Resource Management."

Discuss this view - do you agree with it? Disagree with it?

In order to discuss this view you should briefly explain what industrial relations is, what human resource management is, how they differ in their approach and concerns.

The marking guide for this essay is posted on the HRIR 201 Blackboard site.

2. Individual Issue Analysis

Due: Weds, 20 May Marks: 25%

Length: 1500 words

Essay Question:

- a) Identify a New Zealand workplace issue currently in the news [e.g., collective bargaining & pay negotiations in a particular organisation or industry; workplace drug testing; workplace layoffs; skill shortages; workplace literacy, etc]
- b) Choose an Industrial Relations or a Human Resource Management model that we have covered in class and use it to help you analyse and discuss the current workplace issue [e.g., conflict frames of reference (IR); Harvard model (HRM); Hard/soft model; a motivation model - - motivator/hygiene or Maslow hierarchy; a Performance model, etc]
- c) In your issue analysis essay you should briefly outline the issue (and give references to the source, i.e., the newspaper, magazine, or online site in which you found it); and then analyse it using your chosen model. Analysis and discussion should involve either explaining why certain approaches are being taken or reactions occurring, or what the possible impact of different actions might be and why.

The marking guide for this essay is posted on the HRIR 201 Blackboard site.

3. Examination

Examination dates for trimester one: Friday 12th June to Wednesday 1st July 2009 (inclusive). Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

The examination is worth 50% of the total marks available for this course. It is closed book 3-hour examination. All book chapters covered during the course are examinable.

Handing in assignments

Completed assignments are to be submitted **on the due date** in **BOTH** of the following forms:

1. Hardcopy submitted to the **HRIR 201 assignment box number 13** (Mezzanine Floor of Rutherford House – Pipitea Campus), AND
2. Electronic copy to the **HRIR 201 Blackboard Digital dropbox**.

Both versions must have a cover sheet. A hardcopy cover sheet is at the end of this course outline and an electronic copy has been placed on blackboard in the 'Assignments' folder.

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.

Use of Turnitin

Student work provided for assessment in this course may be 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 mis-referencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. *At the discretion of the Head of School, handwritten work may be 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.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Attend at least 6 out of the 7 tutorial sessions;
- b. Submit all assignments within the allowable timeframe (see Penalties section) below (i)); and
- c. To obtain at least 40 per cent (i.e. 20 marks out of 50) of the final examination marks available.

Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade.

Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, regardless of whether the mandatory course requirements have been satisfied or not.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard.

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 (marks available means what the assignment is worth i.e. 20% or 20 marks)** for an assignment submitted after the due time on the due date **for each part day or day late**. (for example if an assignment is out of 20 and the assignment receives 50% then one day late means the mark will be out of 18 and

the student will receive 50% of 18). **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 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**, to the **Tutorial 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 clearly stating the degree of impairment, and the dates the illness or event prevented you from undertaking your academic studies. This can be applied retrospectively.

- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), 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.

Grading Guidelines

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

A+	excellent performance in all respects at this level
A	excellent performance in almost all respects at this level
A-	excellent performance in many respects at this level
B+	very good, some aspects excellent
B, B-	good but not excellent performance at this level
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. Note this is a failing grade.

Policy on Remarking

Every attempt is made to ensure that the marking is consistent across tutors and fair to students. Students may ask for their written work to be remarked. A different tutor will do the remarking and provide comments. The original marking sheet is removed to ensure the process is independent. If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third marker and the average of the two closest marks is taken. Experience from previous years is that almost all remarks are within 10% and where there is a change in mark, half the assignments go up and half go down. Occasionally there is a significant shift in the mark.

Application for remarks must be made within 5 days after the marks are available. To apply for a remark, complete the request for re-examination of assessed work form (Annex B) stating which sections (criteria listed in the mark sheet) you wish re-examined. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment into the following place:-

- Pipitea Campus – the Reception Desk on Level 10 Rutherford House where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

Allow up to 5 days for remarks to be completed.

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/research/reference/referencingguides.aspx>).

Communication

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

MGMT300_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.

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.

ANNEX A



Victoria Management School

HRIR 201 Individual Assignment Cover Sheet

Name: _____ Student ID: _____

Tutor's Name: _____ Tutorial Number: _____

Tutorial Day: _____ Tutorial Time: _____

Date Due: _____ Date Submitted: _____

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

Signed: _____

Extension of the due date (*if applicable*)

Please attach a copy of the note authorising your extension.

Date extension applied for: _____

Extension granted until: _____

Extension granted by: _____



Victoria Management School

HRIR 201

Request for re-examination of assessed work

	Assessment affected <i>e.g. Individual Assignment, In-class Test</i>	
Student ID	Name <i>As it appears in your enrolment</i>	Tutorial No/Tutor's name
Contact Details	<i>Phone</i> _____ <i>Email</i> _____	

Specify which section (criteria specified in the mark sheet) you wish to be re-examined

Note: requests to re-examine "all" criteria will not be considered.

Clearly state why you believe each of these sections should be re-examined:

Note: "I think it is worth more," is insufficient.

In requesting a re-examination of my submitted work, I understand that the result may be an increase OR decrease in the mark obtained.

.....

Signature _____ Date _____