

VICTORIA MANAGEMENT SCHOOL

HRIR 304 WORKPLACE INDUSTRIAL RELATIONS

Trimester Two 2009

COURSE OUTLINE

Contact Details

COURSE COORDINATOR:

Dr Rose Ryan

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Office Hours: Monday 10.30am – 12:00 pm

ADMINISTRATOR

Tania Loughlin

Room RH1022, Rutherford House
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Teaching Period: Monday 13 July to Friday 16 October 2009

End of Year Study Period: Monday 19 October to Monday 26 October 2009

Examination Period: Tuesday 27 October to Saturday 14 November 2009 (inclusive)

Note: 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.

Class Location And Time

Monday	08.30 – 10:20	GB LT1
Wednesday	08.30 – 09.20	GB LT3

Withdrawal Dates: Information available through

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

Introduction

Contemporary industrial relations policies and practices, both in New Zealand and internationally, place an increasing emphasis on the importance of workplace industrial relations. This course is designed to explore the main issues in workplace industrial relations and to examine the ways in which they challenge traditional notions about the roles of employers, managers, employees and union officials. Key areas to be covered include the changing nature of the employment relationship, the role of unions at the workplace, the impact of the recession on workplaces and employment, working conditions in 21st century workplaces, and the future of workplace regulation.

Programme and Course Related Learning Objectives

Overall course objectives

The course has the following aims:

- To provide students with an understanding of why workplace industrial relations have become more important
- To consider how work, workplaces and the workforce have changed in the past 30 years
- To provide an overview of current issues being faced in New Zealand workplaces.

Course-related student learning objectives

By the end of this course, students should be able to:

- explain the political and economic imperatives that affect workplace industrial relations;
- better understand the perspectives of managers, employees and their representatives in relation to a range of contemporary workplace issues;
- effectively articulate, orally and in writing, the perspectives of the parties and the strengths and weaknesses of those perspectives;
- critically assess the research evidence base associated with one current workplace industrial relations issue.

The achievement of these Student Learning Objectives will be assessed through the course assessments: tutorials, assignments and the final examination.

Expected Workload

Students should spend approximately 9 hours per week on this course, including class attendance.

Communication

All course material will be available on Blackboard.

There is a forum on Blackboard for issues related to the course as a whole. If students have issues that are relevant to them individually, please raise these with the Course Coordinator, preferably during weekly office hours. Please note that the Course Co-ordinator is not a full-time University staff member – although emails will generally be responded to within 72 hours.

Group Work

Group study and discussion is encouraged, and is an important part of this course. Discussion and debate within lectures will help you to think about the topics under discussion in greater depth. Because of this attendance at lectures will contribute to your overall grade, and a further 10% of the final grade will be based on a group presentation.

However, other elements of the assessment process are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion about how one might interpret a particular

assignment question. Please do not work together on your major essay – it is expected that these will be completed individually.

Assessment Requirements

The assessment for HRIR304 consists of four components. **All** items must be completed to pass the course.

Assessment	%	Length	Due Date
1. Attendance at classes	10	-	Throughout the course
2. Group Presentation	10	-	Weeks 4-10
3. Major Essay	30	2,000 words	Wednesday, 30 September, 4pm.
4. Final Examination	50	-	27 th October to 14 November 2009

1. *Class attendance*

Attendance at classes is not compulsory. However your understanding of the issues will be greatly enhanced if you attend and participate in the debates and discussions that will form the basis for teaching.

Because of this, 1 mark will be awarded for attendance at classes from weeks 2-11 (10 weeks in all).

A class roll will be available at the front of the room for you to initial. You are trusted to sign only for classes at which you are actually in attendance and not to sign for anyone else.

If you have a valid reason for non-attendance (generally related to sickness, bereavement, or care of dependents), please discuss this with the course co-ordinator.

2. *Group Presentation*

Between weeks 4-11, the Wednesday session will involve students giving presentations on selected topics, in groups of 4-6 people. Organising the class into groups will be done in week 1 of the course.

The purpose of these presentations is to examine a range of perspectives on different issues. For example, the group should address “pros and cons” or think about an issue from the perspective of both unions and managers. For this reason, students may wish to present their discussion in a debate format. If so, please see the course lecturer before finalising your debate topic.

It is expected that group presentations will take around 40 minutes, and allow time for questions and comments from other students and the course co-ordinator.

The Group Presentation will count towards 10% of your final grade, and all members of the group will receive the same grade. A marking sheet setting out the criteria on which the presentations will be assessed will be available in Week 1 of the course.

3. *Major essay*

The essay is due on 30 September 2009, at 4pm. It should be around 2,000 words.

The essay is to be written as an **individual**, not group, piece of work. It should provide a critical analysis of the question or issue discussed during the presentation, with reference to relevant literature. You should address the following issues:

- the significance of the issue for workplaces (or a particular workplace)
- the main issues it raises
- the range of perspectives on the issue
- and the veracity or otherwise of those perspectives.

You should conclude with your own critical evaluation of the merits and significance of the arguments, and if relevant, make recommendations for future action.

The essay will count towards 30% of your final grade. A marking sheet setting out the criteria on which the presentations will be assessed will be available in Week 1 of the course.

Your assignments should be handed in to the course Assignment Box 15 on the Mezzanine floor, Rutherford House. Late assignments are to be handed in at the Victoria Management School reception on Level 10, Rutherford House before 4pm. All assignments should have the attached assignment cover sheet included as a front page. This cover sheet is available on Blackboard.

Students must 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 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.

Please see additional notes in this course outline on assignment preparation, referencing and penalties.

4. **Final examination**

A final examination will be held during the University examination period. The examination will be based on the debates held during the course, and will be in essay format. Discussion of the examination will take place in week 12 of the course.

Lecture And Topic Schedule

Week (week commencing)	Monday (8:30 – 10:20)	Wednesday (8:30 – 9:20)
1 (13 July)	Introduction - why study workplaces industrial relations?	Organising group presentations
3 (20 July)	The changing nature of the employment relationship	Conor Twyford, Coordinator, Workplace Wellbeing Project <i>Employment Relations in the Community, Voluntary and Social Services Sector</i>
2 (27 July)	The Workplace and Productivity	Richard Wagstaff, PSA Secretariat and CTU Vice-President, <i>The Union role in workplace productivity initiatives</i>
		(Group Presentations from week Four)
4 (3 August)	Workplace representation - Union and Non-Union Voice	What is the most appropriate way for employees to have a say in their workplaces?
5 (10 Aug)	Employment Protection	How effective is the 9-day fortnight likely to be as a way of addressing job losses that occur as a result of recession? What other options could be used to enhance growth in employment rates?
6 (17 Aug)	Skills and the workplace	What are the advantages and disadvantages of industry training as opposed to University degrees in addressing New Zealand's skill needs?

Mid-semester break		
7 (7 Sep)	Managing Diversity	Should everyone be treated equally at the workplace?
8 (14 Sep)	Quality of work life – what do people want from their work?	Do Generation X and Y workers want different things from work than their baby-boomer parents?
9 (21 Sep)	Work, Life and Family	Are flexible working practices feasible for the vast majority of workplaces?
10 (28 Sep)	Reward systems	What role do material (wages/salaries, opportunities for bonuses) and so on) factors play as opposed to non-material factors (e.g.; job satisfaction, being treated fairly) in creating high performance workplaces?
Major essay due 30 September		
11 (5 Sep)	Growing Green Workplaces	What do sustainability issues have to do with workplace industrial relations?
12 (12 Oct)	The future for workplace regulation	Examination discussion

Course Readings

There is no prescribed text for the course. Students are expected to consult the readings provided in the course materials. It is also expected that students will refer to additional readings. These may be found:

- In the references provided by the authors of the articles/chapters/books in the course reading materials.
- In the recommended journals provided in the course guide.
- In a catalogue search of the library's reading materials.

It will be assumed that students have read the required reading prior to the Monday lecture, and lectures may include questions and opportunities for discussion based on the readings.

Week	Reading
1 (13 July)	
2 (20 July)	Budd, J.W. (2004) 'The objectives of the employment relationship', in J.W. Budd, <i>Employment with a Human Face</i> , Ithaca: Cornell University Press.
3 (27 July)	Workplace Productivity Working Group (2004) <i>The Workplace Productivity Challenge: Summary Report of the Workplace Productivity Working Group</i>
4 (3 August)	Wilkinson, A., Dundon, T., Marchington, M. and Ackers, P. (2004) "Changing Patterns of Employee Voice: Case Studies from the UK and Republic of Ireland" <i>Journal of industrial relations</i> 46(3):298-321
5 (10 Aug)	OECD (2004) "Employment Protection regulation and Labour Market Performance" in <i>Employment Outlook</i> OECD, Paris (pp 61-101)

6 (17 Aug)	New Zealand Government (2008) <i>New Zealand Skills Strategy Action Plan 2008</i>
7 (7 Sep)	Kossek, E. and Pichler, S. (2007) "EEO And The Management Of Diversity" pp 251-269 in Boxall, P. Purcell, J., and Wright, P. (eds) <i>The Oxford Handbook of Human Resource Management</i> , Oxford University Press
8 (14 Sep)	Eurofound (2007) "Satisfaction with Working Conditions" Chapter 10 in <i>Fourth European Working Conditions Survey</i> European Foundation for the Improvement of Living and Working Conditions Survey
9 (21 Sep)	Edwards, P. and Wajcman, J. (2005) Has it become harder to balance work and family life? Chapter 3 in <i>The Politics of Working Life</i> Oxford University Press, London
10 (28 Sep)	Rynes et al (2004) The Importance Of Pay In Employee Motivation: Discrepancies Between What People Say And What They Do" <i>Human Resource Management</i> 43(4):381-394
11 (5 Sep)	TUC (2009) "How will climate change affect society and people at work?" in TUC <i>Changing Work in a Changing Climate</i>
12 (12 Oct)	

Supplementary Reading

The following journals contain current research on issues concerning workplace industrial/employment relations:

- Journal of Industrial Relations
- Labour and Industry
- New Zealand Journal of Employment Relations
- Asia-Pacific Journal of HRM
- Work, Employment and Society
- Gender Work and Organisation
- British Journal of Industrial Relations
- Human Resource Management Journal
- International Journal of Human Resource Management

The following may be useful web sites to visit for current information and research:

- Department of Labour <http://www.dol.govt.nz/>
- NZ Council of Trade Unions <http://www.union.org.nz/>
- Business New Zealand <http://www.nzef.org.nz/>
- Industry Training Federation <http://www.itf.org.nz/>
- EEO Trust <http://www.eeotrust.org.nz/>
- Index of New Zealand Acts of Parliament <http://rangi.knowledge-basket.co.nz/gpacts/actlists.html>
- Glossary of industrial relations terms (NSW Dept of Industrial Relations) <http://www.dir.nsw.gov.au/action/restools/research/kitindex.html>
- International Labour Organization <http://www.ilo.org/>
- European Foundation for the Improvement of Living and Working Conditions <http://www.eurofound.europa.eu>
- The Work Foundation <http://www.theworkfoundation.com/>

Mandatory Course Requirements

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

- Submit all assignments by their due dates. Late assignments will have their mark reduced by 5% for each day it is overdue, unless there is a valid reason as to why it is late. Assignments that are over 10 days late will not be accepted. All items must be completed to pass this course.
- To obtain at least 40 per cent (i.e. 20 marks out of 50) of the final examination marks available.

GRADING GUIDELINES

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

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.

Guide To Assignment Preparation

Content

Assignments will be marked primarily on content. Marks will range according to whether and to what extent students successfully answer the question. When writing your papers try to consider the following:

- IR issues are often charged with emotion and ideology. Consider a range (employee, employer, union, management, government) of perspectives to avoid bias.
- Avoid normative (what should be) statements and attempt to explain rather than offer personal suggestions/recommendations.

Style and Presentation

Students need to present their arguments in a clear and concise manner. Try to observe the following:

- The paper should have a clear introduction expressing the aim and methods of the paper and a conclusion that details the findings and provides a summary of the main points.
- Each new idea requires a new paragraph. Each paragraph needs a topic (first) sentence that links the current paragraph to the previous one and introduces the topic of the paragraph. Avoid one-sentence paragraphs.

Referencing

There are different styles of referencing and there are no set requirements as to the use of a particular system for this course.

Whatever system is used, the following should be observed:

- You must provide references for any ideas that are not your own. When in doubt, reference.
- References must include author, year of publication and page numbers.
- Whatever system you use, only one system should be used within the paper.
- You must provide 'quotation marks' if you are quoting. Long quotes, which should be kept to a minimum, generally more than one sentence, should be indented.
- You must provide a list of 'References' at the end of the paper. Only place the citations used in the text in the reference list (it is a list of references not a bibliography).
- There are no set requirements for the number of readings you need to cite.

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 for an assignment submitted after the due time on the due date for each part day or day late. 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 Requirements.
- (ii) Course Outlines provide a signal to student 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 Course 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, e.g. 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 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. **The penalty will be 10% of the marks for an assignment which is more than 10% over the word limit.**

For the following important information follow the links provided:

Academic Integrity and Plagiarism

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

General University Policies and Statutes

<http://www.victoria.ac.nz/home/about/policy/academic.aspx>

Faculty of Commerce and Administration Offices

<http://www.victoria.ac.nz/fca/studenthelp/Contactus.aspx>

Manaaki Pihipihinga Programme

http://www.victoria.ac.nz/st_services/mentoring/

TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI



VICTORIA
UNIVERSITY OF WELLINGTON

VICTORIA MANAGEMENT SCHOOL

HRIR 304 WORKPLACE INDUSTRIAL RELATIONS

Trimester 2 2009

Assignment Cover Sheet: Title

Due: 30 September 2009

Name: _____

Student ID: _____

Course Lecturer: Rose Ryan