

Victoria Management School  
**MMBA 519: HUMAN RESOURCE MANAGEMENT**  
Trimester Two 2009  
**COURSE OUTLINE**

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**Start Date:** Monday 13 July 2009

**Lecture Times:** Monday 17:40 to 19:30

Location: Rutherford House Lecture Theatre 3

**Format:** One two-hour session per week

**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.

**Withdrawal dates:** Information available via

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

**COURSE OBJECTIVES**

This course is designed to enable students to:

- provide a sound understanding of contemporary human resource management issues
- analyse HR issues, with respect to external and internal influences
- develop the ability in students to think about the trade-offs involved in HR decisions
- understand how organisational strategy, global competition, technological change, workforce characteristics and government regulation influence HR decisions
- appreciate how different HR policies and practices relate to one another

There will be a strategic focus to the course, with the objective of understanding how human resource management policies and practices can be implemented and integrated in the strategic management of organisations.

To achieve these objectives, the course requires active participation from students during the lectures and presentation discussions.

**Text:** Millmore, M, Lewis, P, Saunders, M. Thornhill, A., & Morrow, T. (2007). *Strategic Human Resource Management: Contemporary Issues*. Essex: Pearson Education Limited.

A course reader will be handed out in Week 1.

**The core text should be used as resource that will be helpful throughout your studies; however, it is only a starting point. You are expected to read more widely around the course topic areas drawing on academic journal articles, books, reports and case studies.**

Additional books which you may find useful to supplement the core text include:

Baron, J.N. and Kreps, D.M. (2000). *Strategic Human Resource Management: Frameworks for General Managers*. Brisbane: John Wiley & Sons.

Kirton, G. and Green, A.M. (2005). *The Dynamics of Managing Diversity; A Critical Approach* 2<sup>nd</sup> Edition. Burlington: Elsevier Butterworth-Heinemann.

Legge, K. (2005). *Human Resource Management: Rhetorics and Realities*. New York: Palgrave Macmillan.

Mabey, C., Salaman, G. and Storey, J. (Eds). (1998). *Strategic Human Resource Management: A Reader*. London: Sage Publications.

Macky, K. (ed): (2008). *Managing Human Resources: Contemporary Perspectives in New Zealand*.. Australia: McGraw Hill.

Rudman, Richard (2002). *Human Resources Management in New Zealand*, 4<sup>th</sup> Edition. Auckland: Pearson Education New Zealand.

Useful Journals:

- Asia Pacific Journal of Human Resources
- Employment Today
- Harvard Business Review
- Human Resources
- Human Resource Management
- Human Resource Management Review
- Human Relations
- International Journal of Human Resource Management
- New Zealand Journal of Human Resources Management
- Personnel Management

## **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 topics may be subject to some refinement and the sequence may change.

## Lecture Topics

DATE	TOPICS
Week 1: July 13	Introduction and Context of HRM Strategic HRM
Week 2: July 20	Organisational context and HRM
Week 3: July 27	HR Planning, Job Analysis and Competency Profiling
Week 4: Aug 3	Recruitment and Selection
Week 5: Aug 10	Remuneration
Week 6: Aug 17	Performance Management
Week 7: Sept 7	Training and Development
Week 8: Sept 14	Downsizing
Week 9: Sept 21	Promotions and Careers/ Internal Labour Markets
Week 10: Sept 28	Issues and Challenges for HRM
Week 11: Oct 5	The Employment Relationship Legislative Environment in NZ
Week 12: Oct 12	Summary and Review

## Assessment

Method of assessment	Due Date	Percentage
Group presentation		10%
Proposal for case study:	3 August	5%
Individual case study	5 October	35%
Final examination	27 Oct – 14 Nov	50%

## Group presentation

From Students will be allocated to a presentation group. Each week from Week 3 a case or exercise will be scheduled for class discussion the following week, and a group 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 organisation they are currently working for (or an agreed alternative). They are required to write:

- (1) A two-page proposal indicating:
  - which organisation (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 organisation you intend to study.

**THE PROPOSAL IS DUE ON 3<sup>rd</sup> AUGUST 2009 IN CLASS.**

- (2) Maximum 5,000 words case analysis that contains the following:
  - Describe the organisation and its context/environment.
  - Identify the major organisational and human resource management strategy followed by the organisation.
  - Select one occupational group at the organisation 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 organisation; use sub-headings for the various HR practices/policies.
  - Analyze those human resource management policies and practices of the organisation, 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 organisation (re: adoption/abandonment of HR practices/policies).

**THE CASE ANALYSIS IS DUE ON 5<sup>th</sup> OCTOBER 2009 IN CLASS.**

### **Final examination**

The final examination will be a closed book exam administered during the period of 27 October to 14 November 2009. The examination will be based on the lecture material, the readings and case discussions.

### **Mandatory Course Requirements**

To meet the mandatory course requirements for MMBA 519, students must:

- Contribute to, and participate in, the group presentation, 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.*
- obtain at least 40 per cent of the final examination marks available.

Notice of Failure to meet Mandatory Requirements will be posted on Blackboard. Students will be expected to check for notification.

## **Victoria MBA Grading Standards are as follows:**

### Excellent Category

A- (75 – 79%) to A (80 – 84%) to A+ (85% and above): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master's level.

### Very Good Category

B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds “competency”.

### Good Category

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

### Satisfactory Category

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

### Marginal Category

C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student.

### Unsatisfactory / Failure Category

E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.

## **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 **Course Supervisor** or **Course Administrator**, 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 **Course Supervisor** or **Course Administrator** 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 grade for an assignment which is more than 200 words over the word limit.**

### **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.victoria.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  
MMBA 519\_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.

**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/](http://www.victoria.ac.nz/st_services/mentoring/)