

Victoria Management School

HRIR 201: MANAGING HUMAN RESOURCES AND INDUSTRIAL RELATIONS

Trimester One 2010

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR & LECTURER

Dr Jane Bryson

Room: RH1012, Rutherford House

Phone: 463 5707

Email: jane.bryson@vuw.ac.nz

Website: <http://www.victoria.ac.nz/vms/staff/jane-bryson.aspx>

Office Hours: Tuesday and Friday (after lectures)

ADMINISTRATOR

Tania Loughlin

Room: RH1021, Rutherford House

Phone: 463 5358

Email: tania.loughlin@vuw.ac.nz

TUTORIAL COORDINATOR

Garry Tansley

Room: RH 915, Rutherford House

Phone: 463-6968

Email: garry.tansley@vuw.ac.nz

Trimester Dates

Teaching Period: Monday 1st March – Friday 4th June 2010

Study Period: Monday 7th June – Thursday 10th June 2010

Examination Period: Friday 11th June – Wednesday 30th June 2010 (inclusive)

Withdrawal from Courses:

Information available via

**Withdrawal dates: Late withdrawals with Associate Dean (Students) permission
(See Section 8: Withdrawals - from the Personal Courses of Study Statute)**

<http://policy.vuw.ac.nz/Amphora!~~policy.vuw.ac.nz~POLICY~000000001743.pdf>

Withdrawal dates: refunds:

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

Class Times and Room Numbers

Lectures: Tuesday 9.30am to 10.20am RHLT2

Friday 9.30am to 10.20am RHLT2

Tutorials will occur in Weeks 2, 3, 4, 6, 7, 8, and 12. You are required to attend at least 6 of the 7 tutorials. Please sign-up to a tutorial group through S-cube. If you are not allocated to a tutorial by Friday 5 March contact the Tutorial Coordinator (Garry Tansley).

Course Content

WEEK:	LEARNING FOCUS (lectures, tutorials, self-study reading)	KEY CONCEPTS/TERMS
1) 2, 5 March	<p>What is HRM? IR? ER? How do HRM & IR relate to, and differ from, OB and other management topics? How to study HRM & IR</p> <p>HRM & IR skills and careers</p> <ul style="list-style-type: none"> • Why study HRM & IR 	<p>Functional areas of HRM and IR (SHRM, HR planning, Recruitment & Selection, Performance Management, remuneration, HRD, Labour relations, Health & Safety)</p> <p>Reading Week 1: Macky Ch 1</p>
2) 9, 12 March	<p>History & development of IR</p> <p>Core focus, ideology and concerns of IR</p> <p>Challenges to IR</p> <p>Importance of IR perspectives</p>	<p>Pluralist, unitarist, industrialisation, trade unions, employment relationship, employment contract, employment agreement, collective bargaining, strikes, power and workplace democracy, social justice, the State, ILO, employment protections (regulation and deregulation), precarious work, vulnerable workers, mediation, dispute resolution</p>
3) 16, 19 March	<p>Continued from week 2</p>	<p>Reading Week 2 & 3: Macky Ch 5 & tutorial readings</p>
4) 23, 26 March	<p>History & development of HRM</p> <p>Core focus, ideology and concerns of HRM</p> <p>Challenges to HRM</p> <p>Importance of HRM perspectives</p>	<p>Scientific management, Taylorism, welfare, personnel management, Human Relations school, socio-technical systems, quality management/continuous improvement systems, hard v soft HRM, individualisation, managerialism, SHRM, competitive advantage,</p>

		RBV, High performance work systems
5) 30 March <i>1st Assignment due 31 March</i>	Continued from week 4	Reading Weeks 4 & 5: Macky Ch 1 & 2, & tutorial reading
2nd -18th April	Easter & Mid- trimester break	
6) 20, 23 April Tutorial 4	Contemporary Issues 1: Examining the issues of staffing/resourcing an organisation (from an HRM & an IR perspective)	Labour market, HR planning, Employment relationship, Non standard work, Flexible firm, globalisation, psychological contract
7) 27, 30 April Tutorial 5	Contemporary Issues 1 continued	Reading Weeks 6 & 7: Macky Ch 6, 7, 8 (pg 44), & tutorial readings
8) 4, 7 May Tutorial 6	Contemporary Issues 2: Examining the issues of labour process, skills and performance (from an HRM & an IR perspective)	Performance management, productivity, skills & training, high performance work systems (HPWS), team work, work organisation
9) 11, 14 May <i>2nd assignment due 12 May</i>	Contemporary Issues 2 continued	Reading Weeks 8 & 9: Macky Ch 9, 10 & tutorial reading
10) 18, 21 May	Contemporary Issues 3: Examining the issues of reward, employee engagement, employee voice and collective action (from an HRM & an IR perspective)	Remuneration, pay & reward systems, employee engagement, voice, participation
11) 25, 28 May	Contemporary Issues 3 continued	Reading Weeks 10 & 11: Macky Ch 11, & additional reading in tutorial readings book
12) 1, 4 June Tutorial 7	HRM & IR - An overview	

Course Learning Objectives

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

- 1) Show an understanding of the dynamic nature and various perspectives of the employment relationship;
- 2) Analyse, synthesise and apply conceptual frameworks to workplace issues;

- 3) Demonstrate knowledge of the interaction between global employment issues and the local employment relations environment;
- 4) 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.

Course Delivery

There are two one-hour lectures per week - these will be a mix of lecture, some brief DVD clips, some discussion, some guest speakers. Lecture slides will be posted on Blackboard before class in order to aid note taking in class. Tutorials occur in 7 of the weeks and these are an important component of your learning in which you have the opportunity to discuss a reading and further your understanding of key concepts. Active participation in tutorials is expected, and graded on evidence of preparation for discussion of the reading (see Assessment information).

Expected Workload

Students can expect the workload over the trimester to be up to a total of 150 hours spread approximately as follows: Reading for lectures and assignment preparation 60 hours; tutorial preparation 14 hours; examination revision 24 hours; lecture attendance 24 hours; tutorial attendance 7 hours.

Readings

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

A book of **tutorial readings** will be provided in class.

Assessment Requirements

Course learning objective	Assessment	Weight	Date
1, 3	1. Individual Assignment One - Essay	20%	12 noon, Wednesday 31 March 2010 (Week 5)
2, 3, 4	2. Individual Assignment Two - Issue Analysis Report	20%	12 noon, Wednesday 12 May 2010 (Week 9)
2, 4	3. Tutorial Preparation & Participation	10%	Weeks (2),3,4,6,7,8,(12)
1, 2, ,4	4. Final Examination - 2 hours	50%	11 June – 30 June 2010
	TOTAL	100%	

1. Essay

Date: Weds, 31 March, 12 noon Marks: 20%

Length: 1200 words

Essay Question:

Drawing on the 1st tutorial reading ("What's the point of Industrial Relations?"), and on Chapter 1 ("Introduction to Human Resource Management") of the text book Macky (2008), **compare and contrast** what human resource management (HRM) and industrial relations (IR) can contribute to our understanding of the world of work and the employment relationship.

Note: The marking guide for this essay is posted on the HRIR 201 Blackboard site (under the assignment tab).

2. Issue Analysis Report

Due: Weds, 12 May, 12 noon *Marks:* 20%

Length: 1200 words

Issue:

Internet use by employees, particularly of social networking and other sites (e.g. Facebook, Twitter, TradeMe), is claimed to threaten productivity in the workplace. This has led some employers to block access to networking sites, or forbid their use for non work related purposes. This can have both positive and negative impacts from an HRM and IR perspective.

Four brief newspaper articles (from NZ, USA and the UK) are provided in Blackboard (see under the Assignment tab). These articles give a range of views on the issue of internet use by employees. For this assignment you are to:

- **Read** the 4 newspaper articles provided in order to analyse the different views presented, and then
- Write a Report which: 1) **summarises** these different views and 2) **discusses** the potential HRM and IR impacts, and then 3) **concludes with recommendations** for how employers should handle the issue of internet use by employees
- In discussing the potential HRM and IR impacts you may strengthen your argument by supporting your statements with references to the academic literature (e.g., readings, text book, other references).

Note: a suggested Report Format is supplied on Blackboard (under the Assignment tab), as is the Marking Guide for the assignment.

Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

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.

3. Tutorial Preparation and Participation mark

Active participation in tutorials is expected, and graded on evidence of preparation for discussion of the reading, and the quality of your participation in Tutorials 2, 3, 4, 5, 6.

You are expected to have read the assigned reading (available in the booklet of course readings) and prepared brief written answers to the questions (provided on Blackboard) before attending

the tutorial. At the beginning of the tutorial your tutor will collect in your written answers. Written evidence of preparation & understanding of the task will be scored at 1% per week (thus 5% total). Participation will be assessed against 5 criteria across the 5 tutorials (5% total). A sample of the Marking sheet is on Blackboard.

Grading will not occur in Tutorial 1 or 7 but participation is still encouraged! Attendance at 6 out of 7 tutorials is mandatory.

4. Examinations

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 final examination for this course will be scheduled at some time during the period from **Friday 11^h June – Wednesday 30th June 2010.**

The examination is worth 50% of the total marks available for this course. It is a closed book 2-hour examination. All lectures and readings covered during the course are examinable. The examination will consist of short answer questions on key concepts, and one case/issue to analyse.

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.

Failure to meet mandatory requirements does not prevent a student completing other pieces of assessment, including any final examination.

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

- (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.

Class Representative

A class representative will be elected in the first week of lectures, and that person's name and contact details will be available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

Communication of Additional Information

Any additional information or information on changes will be conveyed to students, e.g. via the HRIR 201 Blackboard site, and urgent messages via email to all class members student email addresses.

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 compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. 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.

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>

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx

Faculty of Commerce and Administration Offices

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

Manaaki Pihipihinga Programme

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



Victoria Management School

HRIR 201 Individual Assignment Cover Sheet

Name: _____ Student ID: _____

WORD COUNT: _____

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 As it appears in your enrolment	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