

Victoria Management School

MMBA 519: HUMAN RESOURCE MANAGEMENT

Trimester Two 2010

COURSE OUTLINE

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Trimester Dates:

Teaching Period: Monday 12th July – Friday 15th October 2010

Study Period: Monday 18th October – Thursday 21st October 2010

Examination Period: Friday 22nd October – Saturday 13th November 2010 (inclusive)

Withdrawal from Courses:

Your fees will be refunded if you withdraw from this course on or before **23 July 2010**

The last date for withdrawal from this course (*assuming it has 12 weeks of lectures, otherwise modify accordingly*) is the three-quarter point of the teaching period, i.e. **Friday 24 September**. After that date, permission to withdraw requires the permission of the Associate Dean (Students) as set out in section 8 of the Personal Courses of Study Statute

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

To apply for permission, fill in the Late Withdrawal form available from either of our Student Customer Service Desks.

Class dates and times:

Start Date: Monday 12 July 2010

Lecture Times: Monday 19:40 to 21:30

Location: Rutherford House Lecture Theatre 3

Format: One two-hour session per week

Final Examination: The course has a three hour final examination, to be held in the period of 22 October to 13 November 2010.

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.

Class lectures will aim to provide an overview of the various components of effective HRM and class discussion will focus on some of the strategic imperatives underlying how HRM can contribute to organisational and business success.

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

Workload

Students can expect the workload to be approximately 10 hours work outside class for every 2 hour class.

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.

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

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.

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

Kirton, G. and Green, A.M. (2005). *The Dynamics of Managing Diversity; A Critical Approach* 2nd 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.

Rasmussen, E. and Lamm, F. (1999). *An Introduction to Employment Relations in New Zealand*, 2nd Edition. Auckland: Pearson Education New Zealand.

Rudman, Richard (2002). *Human Resources Management in New Zealand*, 4th 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

Lecture Topics

DATE	TOPICS
Week 1: July 12	Introduction and Context of HRM Strategic HRM
Week 2: July 19	Organisational context and HRM
Week 3: July 26	HR Planning, Job Analysis and Competency Profiling
Week 4: Aug 2	Recruitment and Selection
Week 5: Aug 9	Remuneration
Week 6: Aug 16	Performance Management
Week 7: Sept 6	Training and Development
Week 8: Sept 13	Downsizing
Week 9: Sept 20	Promotions and Careers/ Internal Labour Markets
Week 10: Sept 27	Issues and Challenges for HRM
Week 11: Oct 4	The Employment Relationship The Legislative Environment in NZ
Week 12: Oct 11	Summary and Review

Assessment

Method of assessment	Due Date	Percentage
Group exercise		10%
Proposal for case study:	2 August	5%
Individual case study	4 October	35%
Final examination	22 Oct – 13 Nov	50%

Group presentation

If not already in a work group, students will be allocated to a work group. Each week from Week 2 a brief case, question or exercise will be scheduled for class discussion two weeks later, and a group will be selected to facilitate that discussion. All students, however, are expected to read and think about the case/question/exercise in advance and come prepared to participate.

The timetabling of these discussion exercises will depend to some extent on the size of the class and the number of work groups.

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

- Demonstrated understanding of the issue being covered
- Knowledge of HRM principles as they relate to the issue
- Ability to both ask relevant questions of the class and answer questions from the class.
- Skill in facilitating the class discussion

Individual case study

You are required to critically analyze the HRM practices of the organisation you are currently working for (or an agreed alternative). You are required to write:

- (1) A two-page proposal indicating:
 - which organisation (private or public sector one) you 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 2nd AUGUST 2010 IN CLASS.

- (2) Maximum 5,000 words case analysis that contains the following:
 - Description of the organisation and its context/environment.
 - Identification of the major organizational/business strategy and the human resource management strategy followed by the organisation.
 - Selection of one occupational group at the organisation and a description in detail of 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.
 - Analysis of 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 (i.e.: adoption/abandonment of HR practices/policies).

THE CASE ANALYSIS IS DUE ON 4th OCTOBER 2010 IN CLASS.

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.

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
Friday 22nd October – Saturday 13th November 2010 (inclusive)

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, e.g. 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.**

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 your responsibility to ensure you register your 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. Students will be expected to check for notification.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details will be made 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.

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+	55-59%	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 K	Below 40% Fail to meet mandatory course requirements	

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 of Additional Information

How additional information or information on changes will be conveyed to students, e.g. via class noticeboards, Blackboard, email to all class members, etc.

Outlines for practicum courses specify how students will be contacted during the course.

Use of Turnitin (if applicable)

The following words below (modified as necessary for particular circumstances) should be added to the section on plagiarism when work submitted by students is likely to be checked by 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/avcademic/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/