TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

Victoria Management School

MGMT 405 HUMAN RESOURCE MANAGEMENT

Trimester One 2011

COURSE OUTLINE

COURSE CO-ORDINATOR & LECTURER

Dr. Noelle Donnelly

Room: RH1009, Rutherford House
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Website: www.vuw.ac.nz/vms

Office hours will be held on Tuesdays (please email to book an appointment)

COURSE ADMINISTRATOR

Tania Loughlin

Room: RH 1022, Rutherford House
Phone: 463 5358
Email: tania.loughlin@vuw.ac.nz

CLASS TIMES AND ROOM NUMBERS

Monday   9.30 – 12.20   RWW129 Railway Building

TRIMESTER DATES

Teaching Period: Monday 28 February – Friday 3 June 2011

This is a project-based paper and there is no end-of-course examination for this paper.

WITHDRAWAL FROM COURSES:

Your fees will be refunded if you withdraw from this course on or before **11 March 2011**. The standard last date for withdrawal from this course is 14 May 2011. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an *'Application for Associate Dean's Permission to Withdraw Late'* including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks.

COURSE CONTENT

There is no one 'best' way to manage an organisation's human resources. Human Resource Management (HRM) is characterised by competing and conflicting models and theories, wherein there are few absolutes about how people should be managed. Indeed, the concept of HRM itself is ambiguous, with much variation in its practice. As a result, HRM presents significant issues for the analysis and operation of the employment relationship. Recent trends and developments in HRM have been driven by the changing context of work, as employers seek to remain competitive within an increasingly global environment. To meet some of these challenges, work organisations have adopted more proactive strategies that seek to link the management of employees with wider business concerns of the organisation. The course focuses on this new work context, and the challenges it poses for HRM.

<u>This is a project-based paper</u>. It seeks to provide both critical and pragmatic treatment of specific HRM topics, while placing them within a wider theoretical framework. It is designed to provide students with an understanding of key theoretical constructs and the core elements of HRM; so as to foster critical judgments of the practical issues involved. The course commences with an overview of key HR theories; this is followed by a close review of the main models and frameworks in HRM. These seminar-based sessions are designed to guide students as they develop theoretical understanding and knowledge with which to apply to their individual projects. The latter part of this paper focuses more closely on each individual project and is structured into workshops, designed to provide individually-focused feedback.

COURSE LEARNING OBJECTIVES

As an expanding area of study this course has a number of learning objectives. By the end of this paper, students should be able to:

- to understand the wider competitive contexts of HR strategies,
- to bring a broad perspective and knowledge to problem-solving around HR workplace issues,
- to develop and articulate critical thinking and active participation in a group environment,
- to develop HR competencies that make a significant contribution to organizational capability,
- to gain in-depth knowledge of a chosen HR issue while providing a broad understanding of HRM theories.

PROGRAMME AND COURSE-RELATED LEARNING OBJECTIVES

This course will provide students opportunity:
- ✓ to develop oral, written and IT-related communication skills:
  - o through active participation class discussion,
  - o through the development and presentation of oral and written reports, using narrative, rhetoric and diagrammatic and other schema as forms of presentation,
- ✓ to develop critical and creative thinking skills:
  - o through assignments requiring analysis, evaluation, interpretation and synthesis,
  - o through debate and classroom discussion,
- ✓ to develop leadership skills:
  - o through structuring independent study,
  - o through leading a project or group exercise,
  - o through fulfilling spokesperson duties and reporting ideas to a class.

COURSE DELIVERY

As a project-based paper, the delivery of this course is structured around a series of milestones with regard to the project. To ensure that each student has the necessary theoretical background to apply to their chosen industry, a number of seminars will be held at the beginning of the paper. Students are expected to prepare critical reviews of key readings and engage in class discussion in order to facilitate the formation of their critical judgements. Seminars are designed to introduce concepts, theories and evidence. To this end, class participation, independent reading and reflection are essential components of the design of this paper. It is expected that students read widely for this paper and to engage with the relevant material **prior** to sessions so that issues can be explored in greater depth during the session.

There is no core textbook for this course. A set of course readings, along with supplementary reading lists, will be distributed during the first session. Students wishing to obtain copies after that class should contact Tania Loughlin, the HRIR administrator, on the 10th floor of Rutherford House.

For students with no prior or limited HRM knowledge, the following supplementary textbooks are recommended. These books, which are available in the library, introduce the field of HRM and its basic concepts:

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

Bolton, S. and Houlihan, M. (2007). *Searching for the Human in Human Resource Management*, London: Palgrave.

EXPECTED WORKLOAD

Students can expect the workload to be approximately 10-12 hours per week of student work, including both scheduled contact time (lectures, tutorials, workshops) and outside class.

COURSE ASSESSMENT

The assessment for this paper will consist of the following:

Assessment item	Weight	Date
Critical Review	20%	Weeks 2-7
Proposal (scoping document)	5%	Week 2 **Wednesday 9th March 1pm**
Literature Review	15%	Week 6 **Wednesday 6th April 1pm**
Industry Analysis	15% +5%	Week 8 **Presentation 2nd May** **Written Wednesday 4th May 1pm**
Final Report & Presentation	30% + 10%	Week 12 **Final Presentation 30th May** **Written Wednesday 1st June 1pm**

The brief for the individual project is as follows:

> Identify and critically analyse a contemporary HRM issue within a New Zealand Industry. Discuss the main HR challenges and possible solutions currently facing this industry.

(1) Critical Review (variable due dates weeks 2-7)

20% of the total marks for this paper will be awarded for the submission and presentation of a critical review of selected course readings. Students will be expected to prepare a written critical review **(max. 5 pages each)** of the assigned topic and lead a discussion within class. Students are required to position the readings within the broader literature on their topic and also to respond to questions relating to the readings. Students should email their discussion questions to the course co-ordinator by 12.00pm on the Friday prior to their presentations. Presenters are expected to identify key critical questions relating to the readings and lead the discussion of these in class. Individual presentations should be no longer than 30 minutes. Each student will be expected to respond to issues raised by other class members. A copy of each review will be made available to the class on blackboard.

(2) Proposal (due Wednesday **9th March** 1pm) (max one page single spaced)

10% will be allocated for the submission of a project proposal on which the remaining assignment will be based. This scoping document should outline the HR issue and industry for investigation (choose an industry for which you can easily access information). Indicate which theoretical approach you intend to take and which HR practices and policies you intend to focus on (be realistic about what you can achieve in a 10 week period). Indicate what sort of data you intend to collect and how you intend to collect it (i.e. company reports, stock market information, company brochures, union newsletters, newspaper articles, government and industry reports, interviews, industry surveys etc.).

(3) Literature Review (due week Wednesday **6th April** 1pm) (max 2,000 words)

20% will be assigned for the submission of a full literature review on your chosen research topic. The purpose of the literature review is to *connect* the proposal to the theoretical literature on the topic. Its purpose is to give you the opportunity to critically examine, in greater detail, the literature related to the research issue or problem you have identified in your proposal. The frameworks or theories identified in this section will form the *tools* with which to evaluate the HRM issue within your chosen industry. This literature review will form part of the final report in a revised form *(guidelines on conducting a literature review will be available on Blackboard)*.

(4) Industry Analysis (due Wednesday **4th May** 1pm) (max 2,000 words)

20% of the final marks will be allocated to the presentation (5%) and submission of an industry analysis (15%). This is the context within which the HR issue or theory will be placed. Students should seek to describe the industry and its environment. *(Guidelines on how to approach the industry analysis will be available on Blackboard).*

(5) Final Report & Presentation (presentation Monday **30th May**; written due Wednesday **1st June** 1pm) (findings, analysis and conclusions sections max. 2,500 words)

This document is the major output from your research project – to provide an analysis of the HRM issue or problem within the chosen industry. Worth **30%,** this report should outline the HR issue or theory under examination, explain why it is relevant to the chosen industry, and assess the nature of the issue in the industry and, finally, the implications for the industry. A final **10%** will be allocated for the presentation of key findings of your research. While initially providing an overview of the HRM issue or problem within the industry, it is envisaged that students will focus more closely on the outcomes of the analysis and recommendations. *(Assessment criteria for the presentation are available on Blackboard).*

Handing in assignments:

Assignments should be dropped in to **Box 17** on the Mezzanine floor by the due date and time. Late assignments should be handed to Tania Loughlin, the HRIR administrator, on the 10th floor of Rutherford House (Pipitea Campus). All completed assignments must have a cover sheet. The cover sheet is in Annex A. In addition, an electronic form of each assignment should be emailed to the course coordinator by the due date. Students are also requested to keep a copy of their assignment and all source materials used in their assignments.

MANDATORY COURSE REQUIREMENTS (TERMS)

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

1. Attend all scheduled class sessions. Students who are absent from class should contact the course co-ordinator to inform them.
2. Submit all assignments and complete scheduled presentations.

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.

Please 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.

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. 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.

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 5% for each day it is overdue, unless there is a valid reason as to why it is late and this is accepted by the course coordinator. 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, eg 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 or other exceptional events), that precludes an application in advance, students should make contact with the course 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. Assignments exceeding the word limit by over 10% will have 5 marks deducted.

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.

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

Class Representative

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

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

    MGMT405_Smith_John_3012345900_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

Find key dates, explanations of grades and other useful information at
www.victoria.ac.nz/home/study

Find out about academic progress and restricted enrolment at
http://www.victoria.ac.nz/home/study/academic-progress.aspx

The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy, except qualification statutes, which are available via the Calendar webpage at
http://www.victoria.ac.nz/home/study/calendar.aspx (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at
www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx

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/

MGMT 405 HUMAN RESOURCE MANAGEMENT

COURSE CONTENT 2011

DATE	TOPICS	DUE DATES
28th Feb	COURSE INTRODUCTION	
7th March	STRATEGIC HRM	*Proposal due 9th March* *Critical Reviews begin*
14th March	THEORETICAL CONSTRUCTS OF HRM	*Critical Reviews*
21st March	EMERGING MODELS OF WORK ORGANISATION	*Critical Reviews*
28th March	THE MANAGEMENT OF EMPLOYEE VOICE	*Critical Reviews*
4th April	THE MANAGEMENT OF FLOW: TALENT MANAGEMENT AND CAREERS	*Critical Reviews* *Literature Review due 6th April*
11th April	THE *HUMAN SIDE* OF HRM: DEVELOPING SKILLS AND CAPABILITY	*Critical Reviews*
	Easter & Mid Trimester Break	
2nd May	PRESENTATION OF INDUSTRY ANALYSIS & DISCUSSION	*Presentation 2nd May* *Industry Analysis due 4th May*
9th May	WORKSHOP	
16th May	WORKSHOP	
23rd May	WORKSHOP	
30th May	**FINAL PRESENTATIONS & COURSE SUMMARY**	*Final Presentations 30th May* *Final Reports due 1st June*

ANNEX A

Victoria Management School

MGMT 405 Assignment Cover Sheet

Name:_____ Student ID:_____

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:_____