

Victoria Management School
MMBA 519: HUMAN RESOURCE MANAGEMENT
Trimester Two 2011
COURSE OUTLINE

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Trimester Dates:

Teaching Period: Monday 11 July – Friday 14 October

Study Period: Monday 17 October – Thursday 20 October

Examination Period: Friday 21 October – Saturday 12 November (inclusive)

Withdrawal from Courses:

1. Your fees will be refunded if you withdraw from this course on or before 22 July 2011.
2. The standard last date for withdrawal from this course is *Friday 23 September*. 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.

Class dates and times:

Start Date: Monday 11 July 2011

Lecture Times: Monday 5:40 pm to 7:30 pm

Location: Government Building Lecture Theatre 3 (GBLT3)

Format: One two-hour session per week

Final Examination: The course has a final examination, to be held in the period of 21 October to 12 November 2011.

COURSE OBJECTIVES

This course is designed to enable students to:

- achieve a sound understanding of contemporary human resource management issues
- analyse HR issues, with respect to external and internal influences
- develop the ability 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.

While providing an overview of the various components of effective HRM, class sessions 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 8-10 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 and reading, although the topics may be subject to some refinement and the sequence may change.

Readings:

Text: Nankervis, A, Compton, R, Baird, M, and Coffey, J. (2011). *Human Resource Management: Strategy and Practice*. 7th Edition. Melbourne: Cengage Learning.

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.

The textbook has an Australian context, but it contains many generic analyses of HRM practices and processes and contains up-to-date perspectives of some significant HRM issues.

There is also a book of course readings that will be used as the basis for class discussion and analysis.

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

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

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

Rasmussen, E. (Ed). (2010). *Employment Relationships: Workers, Unions and Employers in New Zealand*. Auckland University Press.

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 Resource Management
- Personnel Management

Lecture Topics

DATE	TOPICS	Textbook	Readings
Week 1: July 11	Introduction Strategic HRM	Ch 1	Reading 1
Week 2: July 18	The context of HRM	Ch 2	Reading 2
Week 3: July 25	The right person in the right job – Part one	Ch 4, Ch 5	Reading 3 Reading 4
Week 4: Aug 1	The right person in the right job – Part two	Ch 6, Ch 7	Reading 5 Reading 6 Reading 7 Reading 8
Week 5: Aug 8	Developing the right skills: - for the organisation - for the employee	Ch 8	

Week 6: Aug 15	Motivating employees to perform	Ch 9	Reading 12 Reading 13
Week 7: Sept 5	Getting remuneration right: - for the organisation - for the employee	Ch 10	Reading 9 Reading 10 Reading 11
Week 8: Sept 12	Current Issues and Challenges for HRM	Ch 13	Reading 14 Reading 15
Week 10: Sept 26	Current Issues and Challenges for HRM		Reading 16 Reading 17 Reading 18
Week 9: Sept 19	Coping with restructuring and downsizing – the HR contribution		Reading 19
Week 11: Oct 3	The Employment Relationship The Legislative Environment in NZ		
Week 12: Oct 10	Summary and Review		

Assessment

Method of assessment	Due Date	Percentage
Group exercise		10%
Proposal for case study:	1 August	5%
Individual case study	3 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 an issue, 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 analyse the HRM practices of the organisation or firm you are currently working for (or an agreed alternative). You are required to write:

- (1) A two-page proposal indicating:
 - which organisation or firm (a private, public or voluntary 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, as appropriate, primary and secondary information sources, e.g. interviews, company reports, business and strategic plans, stock market information, company brochures, collective agreements, union newsletters, newspaper articles, available surveys, books, journals, case studies, etc. Report on the availability of those data sources for the organisation you intend to study.

THE PROPOSAL IS DUE ON 1st AUGUST 2011 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/change/abandonment of HR practices/policies).

THE CASE ANALYSIS IS DUE ON 3rd OCTOBER 2011 IN CLASS.

Final examination

The final examination will be a three hour closed book exam administered during the period of 21 October to 12 November 2011. The examination will be based on the lecture material, the readings and case discussions.

Quality Assurance 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.

Mandatory Course Requirements

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

- Contribute to, and participate in, the assigned group exercise
- Complete the individual assignment proposal and the case analysis.
- Obtain at least 40 per cent of the final examination marks available.

Penalties - for Lateness & Excessive Length of Assignments

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A “zero” mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

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.

Grading Guidelines

Victoria Post Experience 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.

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.

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

Communication to students will take the form of emails for notices and reminders, and the use of Blackboard for displaying class notes and lecture slides, which will be posted the day following the lecture.

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/>

Te Pūtahi Atawhai

Maori and Pacific Mentoring Programme

http://www.victoria.ac.nz/st_services/tpa/index.aspx