

Victoria Management School

**HRIR 201: MANAGING HUMAN RESOURCES AND
INDUSTRIAL RELATIONS**

Trimester 3, 2011

COURSE OUTLINE

COURSE COORDINATOR & LECTURER

Dr Jane Bryson

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Office Hours: 2pm to 5pm Monday and Tuesday

TUTOR

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TUTORIAL COORDINATOR

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Trimester Dates

Teaching Period: Monday 14 November 2011 – Friday 20 January 2012

Examination Period: Monday 20 February – Saturday 25 February 2012 (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before the end of second week of the course.
2. The last date for withdrawal from this course is the three-quarter point of the teaching period, i.e. Friday 6 January 2012.

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 Times and Room Numbers

Lectures: Monday 9.30am to 12.20pm GBLT3

Lectures on Monday 14, 21, 28 November, 5, 12, 19 December, and 9, 16 January.

Tutorials will occur in every lecture week from 21 November. Please sign-up to a tutorial group through S-cube. If you have been unable to sign up for a tutorial contact the Tutorial Coordinator (Garry Tansley).

Course Content

WEEK:	LEARNING FOCUS (lectures, tutorials, self-study reading)	KEY CONCEPTS/TERMS
<p>1) 14 November</p> <p>2) 21 November Tutorials begin Tutorial 1</p>	<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>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>Functional areas of HRM and IR (SHRM, HR planning, Recruitment & Selection, Performance Management, remuneration, HRD, Labour relations, Health & Safety)</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> <p>Background Reading Week 1 & 2: Macky (2008) Chapters 1 and 5, VUW Career View of HRM & IR Tutorial reading: Tolich & Harcourt(1999)</p>
<p>3) 28 November Tutorial 2</p> <p>4) 5 December Tutorial 3</p> <p><i>First assignment due Monday 5 December</i></p>	<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, RBV, High performance work systems</p> <p>Background Reading weeks 3 & 4: Macky (2008) Chapters 1 and 2 Tutorial 2 Reading Week 3: Kaufman (2001) Tutorial 3 Reading Week 4: Brown, Metz et al (2009)</p>
<p>5) 12 December Tutorial 4</p>	<p>Contemporary Issues 1: Examining the issues of staffing/resourcing an organisation (from an HRM & an IR perspective)</p>	<p>Labour market, HR planning, Employment relationship, Non standard work, Flexible firm, globalisation, psychological contract</p> <p>Background Reading Week 5: Macky (2008) Ch 6, 7, 8. Tutorial 4 Week 5 reading: Hartmann (2003) and Chartered Institute of Personnel & Development (2010)</p>

6) 19 December Tutorial 5	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 Background Reading Week 6: Macky (2008) Ch 9, 10. Tutorial 5 Reading Week: Smith & Smith (2008); Arrowsmith (2010)
21 December to 8 January	Xmas/New Year & Mid-trimester break	
7) 9 January Tutorial 6 8) 16 January Tutorial 7	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 Background Reading Week 7 & 8: Macky (2008) Ch 11. Tutorial 6 Reading Week 7: Pfeffer (1998) Tutorial 7 Reading Week 8: Haynes (2005) and Boxall & Macky (2010)
2nd assignment due Monday 23 January		

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 is one three-hour lecture session per week - this will be a mix of lecture, brief DVD clips, class discussion and exercises, and guest speakers. Blackboard contains useful resources for students, and lecture slides and resources will be posted there after the lecture.

You will get more out of this course if you come to the Monday lecture sessions having done a bit of background reading (as suggested in the course content), and prepared to discuss HR issues (your experience in workplaces, your views of the things you have read).

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. There should be second hand copies of this book available also. And there are copies in the Commerce library.

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

Assessment Requirements

Course learning objective	Assessment	Weight	Date
1, 3	1. Individual Assignment One –Analysis essay	20%	12 noon, Monday 5 December 2011
2, 3, 4	2. Individual Assignment Two - Issue Analysis essay	20%	12 noon, Monday 23 January 2012
2, 4	3. Tutorial Preparation & Participation	10%	21 November – 16 January
1, 2, ,4	4. Final Examination - 2 hours	50%	20-25 February 2012
	TOTAL	100%	

1. Analysis Essay

Date: Monday 5 December 2011, 12 noon *Marks:* 20%

Length: 1200 words

Topic: Several political parties have released their election policies on Industrial relations/employment relations/work issues. These are available on the Blackboard site for HRIR 201 in the assignment tab.

Choose the policy of one party to analyse in your essay.

Summarise the key features of the policy you have chosen, and critically analyse it by examining: what issues is it trying to address? What assumptions does it make about employers, work, workers, and unions? What role does it see for government in workplace relations/issues? If it were implemented what impact might it have on workplaces?

Use the tutorial readings, your textbook, or other references to support your discussion.

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

2. Issue Analysis Essay

Due: Monday 23 January 2012, 12 noon *Marks:* 20%

Length: 1200 words

Issue: Critically analyse the article ‘Why our jobs are getting worse’ (<http://www.guardian.co.uk/commentisfree/2010/aug/31/why-our-jobs-getting-worse> - the link is provided in Blackboard) by addressing the following questions: What is/are the central issue/s? What are the causes of the issue/s? What are the effects? Why does it have those effects? Are there any theoretical perspectives which help to understand the effects? What could employers/organisations do about this? What could workers do about this?

Use the tutorial readings, your textbook, or other references to support your discussion.

Note: The Marking Guide for the assignment is posted on the HRIR 201 Blackboard site (under the assignment tab).

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.

Late assignments

Late assignments are to be handed to the Administrator for the course, Tania Loughlin at Rutherford House, Level 10 Reception. Late assignments that do not have **the time and date noted and signed by** the Administrator, will incur late penalties from the time the Administrator receives it. Assignments left on the Reception Counter will incur penalties from the time and date they are recovered. Assignments slid under the door of the Administrator's office will also incur penalties from the time and date they are recovered. Note that there is no provision to accept assignments on weekends or public holidays. Late assignments must be handed into Tania while the Level 10 Reception area is open. The desk opens at 9am and closes at 5pm Monday to Friday during term time.

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.

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.

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. Participation will be assessed on a) whether you contributed to discussion and b) also allowed others to contribute (1% each tutorial). Your 5 best tutorial participation and preparation scores across the 7 tutorials will be counted for the 10% accorded to tutorials.

Examinations

The final examination for this course will be scheduled during the period from Monday 20 February – Saturday 25 February.

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.

Penalties

In fairness to other students, work submitted after any deadline will incur a penalty for lateness.

- (i) **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.

Policy on Remarking

Every attempt is made to ensure that the marking is consistent across tutors and fair to students. Students may ask for their written work to be remarked. A different marker will do the remarking and provide comments. The original marking sheet is removed to ensure the process is independent. Application for remarks must be made within 5 days after the marks are available. To apply for a remark, complete the request for re-examination of assessed work form (attached at the end of this course outline) stating which sections (criteria listed in the mark sheet) you wish re-examined. Explain why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment into the Reception Desk on Level 10 Rutherford House where your assignment will have the time, date and signature noted on the front cover by the person receiving it. Allow up to 10 days for remarks to be completed

Mandatory Course Requirements

You must:

- a. Submit all assignments within the allowable timeframe (see Penalties section) below (i)); and
- b. 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.

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.

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.

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

HRIR201_Smith_Pauline_3000223344_Ass1 Query

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

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 Putahi Atawhai

Maori and Pacific Mentoring Programme

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