

School of Management

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

Trimester One 2012

**COURSE OUTLINE**

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**Names and Contact Details**

**COURSE COORDINATOR & LECTURER**

**Dr Jane Bryson**

Room: RH1012, Rutherford House

Phone: 463 5707

Email: jane.bryson@vuw.ac.nz

Office Hours: 9.30am to 12 noon on Monday and Friday

**ADMINISTRATOR**

**Tania Loughlin**

Room: RH1022, 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 5 March – Friday 8 June

Study Period: Monday 11 June – Thursday 14 June

Examination Period: Friday 15 June – Wednesday 4 July (inclusive)

**Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before 16 March 2012.
2. The standard last date for withdrawal from this course is Friday 18<sup>th</sup> May 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: Tuesday 9.30am to 10.20am RHLT1

Thursday 9.30am to 10.20am RHLT1

Tutorials will occur in Weeks 2, 3, 4, 7, 8, 9 and 12. Please sign-up to a tutorial group through S-cube. If you have been unable to sign up for a tutorial by Friday 9<sup>th</sup> March contact the Tutorial Coordinator (Garry Tansley).

## Course Content

WEEK, lecture days:	LEARNING FOCUS (lectures, tutorials, self-study reading)	KEY CONCEPTS/TERMS
1) 6, 8 March	<p>Introduction to HRM and IR</p> <ul style="list-style-type: none"> <li>- What are they?</li> <li>- What is an employment relationship?</li> <li>- Why are they important?</li> </ul> <p>Bryson &amp; Ryan: Chapters 1 and 2</p>	HRM, industrial relations, employment relations, workplace, Trade union, employer, employment relationship, critical thinking, unitarist, pluralist
2) 13, 15 March <b>Tutorials begin Tutorial 1</b>	<p>Studying HRM and IR</p> <ul style="list-style-type: none"> <li>- Key theories, ideologies, models</li> <li>- How to be critical</li> </ul> <p>Bryson &amp; Ryan: Chapter 2</p>	Theory, ideology, unitarist, pluralist, scientific management, bureaucracy, managerialism, hard & soft HRM, qualitative, quantitative, reliability, validity
3) 20, 22 March <b>Tutorial 2</b>	<p>The New Zealand workplace context</p> <ul style="list-style-type: none"> <li>- What makes NZ workplaces operate as they do?</li> </ul> <p>Bryson &amp; Ryan: Chapter 3; and Lamm &amp; Rasmussen Chapter 5 in Macky (on electronic reserve in the library for HRIR 201)</p>	Labour market, productivity, regulation, deregulation, collectivised, individualised, good faith
4) 27, 29 March <b>Tutorial 3</b> <i>1st Assignment due Friday 30 March</i>	<p>High performance workplace systems</p> <ul style="list-style-type: none"> <li>- How do HRM &amp; IR improve workplace productivity?</li> <li>- What impact does this have on workers?</li> </ul> <p>Bryson &amp; Ryan: Chapter 4</p>	High involvement, high performance work systems, best practice
5) 3, 5 April	<p>Skills in the workplace</p> <ul style="list-style-type: none"> <li>- How do workers and workplaces get the skills they need?</li> <li>- What is the role of HRM &amp; IR ?</li> </ul> <p>Bryson &amp; Ryan: Chapter 5</p>	Industry training, skills, capability, human capital, occupations, workplace learning
6 - 22 April	Easter & Mid- trimester break	

6) 26 April	Employee engagement & voice at work <ul style="list-style-type: none"> <li>- How can HRM &amp; IR influence workplace relationships?</li> </ul> Bryson & Ryan: Chapter 6	Engagement, voice, participation, workplace democracy, partnership approaches, trade union representation
7) 1, 3 May <b>Tutorial 4</b>	Good work and a good workplaces <ul style="list-style-type: none"> <li>- What are they?</li> <li>- How can HRM &amp; IR create or support them?</li> </ul> Bryson & Ryan: Chapter 7	Good work, employment relationship, manufacturing sector, service sector, public sector, high performance work systems
8) 8, 10 May <b>Tutorial 5</b>	Diversity at work <ul style="list-style-type: none"> <li>- How do workplaces adapt to diverse employee needs? the role of HRM &amp; IR ?</li> </ul> Bryson & Ryan: Chapter 8	Diversity, equity, equality, EEO, good employer, inclusion
9) 15, 17 May <b>Tutorial 6</b>	Green workplaces <ul style="list-style-type: none"> <li>- What is the role of HRM &amp; IR in sustainability issues?</li> </ul> Bryson & Ryan: Chapter 9	Sustainable development, corporate social responsibility, triple bottom line reporting
10) 22, 24 May <b>2nd assignment due Friday 25 May</b>	The Business of HRM & IR <ul style="list-style-type: none"> <li>- How do HRM &amp; IR influence both formally and informally</li> </ul> Bryson & Ryan: Chapter 10	Influence, HRM strategy, business case, measurement, accountability, relationships, responsibility
11) 29, 31 May	Ethics and HRM & IR <ul style="list-style-type: none"> <li>- What are ethical issues in the workplace?</li> <li>- How can we think about, and resolve, them?</li> </ul> Bryson & Ryan: Chapter 11	Ethics, deontology, teleology, interests, duty, rights, consequences, social contract, fairness
12) 5, 7 June <b>Tutorial 7</b>	Organising HRM & IR <ul style="list-style-type: none"> <li>- How is HRM &amp; IR delivered in workplaces?</li> <li>- What careers are possible in HRM &amp; IR?</li> </ul> Bryson & Ryan: Chapter 12 and revision questions	Traditional HR functions, shared services, centres of excellence, outsourcing, HR competencies, IR competencies

## 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 (*assessed by essay and exam*);
- 2) Analyse, synthesise and apply conceptual frameworks to workplace issues (*assessed by essay, tutorial and exam*);
- 3) Demonstrate knowledge of the interaction between global employment issues and the local employment relations environment (*assessed by the essays*);
- 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 (*assessed by essay, tutorial and exam*).

## 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. 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 chapter and further your understanding of key concepts. Active participation in tutorials is expected, and graded on evidence of preparation for discussion (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: Bryson, J. & Ryan, R. (2012) *Human Resource Management in the Workplace*. Pearson: Auckland. This can be purchased or rented from VicBooks. There are also copies for reference purposes in the library.

Tutorials will use the textbook and/or other material notified on Blackboard.

## Assessment Requirements

Course learning objective	Assessment	Weight	Date
1, 3	1. Individual Assignment One - Essay	20%	12 noon, Friday 30 March 2012 (Week 4)
2, 3, 4	2. Individual Assignment Two - Issue Analysis essay	20%	12 noon, Friday 25 May 2012 (Week 10)
2, 4	3. Tutorial Preparation & Participation	10%	Weeks (2), 3, 4, 7, 8, 9, (12)
1, 2, ,4	4. Final Examination - 2 hours	50%	15 June – 4 July 2012
	<b>TOTAL</b>	<b>100%</b>	

## 1. Essay

*Date:* Friday, 30 March, 12 noon

Marks: 20%

*Length:* 1200 words

*Essay Question:* What is an employment relationship? In what ways can human resource management (HRM) and industrial relations (IR) influence the employment relationship?

Write an essay which discusses these questions. Support your discussion with references to the literature and other reputable sources (eg HRM & IR textbooks, legislation, NZ Department of Labour website, journal articles).

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

## 2. Issue Analysis Essay

*Due:* Friday, 25 May, 12 noon

Marks: 20%

*Length:* 1200 words

*The issue which you are to critically analyse, and instructions for the assignment (including the marking guide) will be posted on the HRIR 201 Blackboard site (under the assignment tab) and discussed in class in Week 5.*

### 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 in RH 1022, 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.

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 in Tutorials 2 to 6 in Weeks 3, 4, 7, 8, 9. You are expected to have read the assigned chapter in the text book and prepared brief written answers to the questions (provided on Blackboard) before attending the tutorial. At the beginning of the tutorial your written answers will be checked. Written evidence of preparation & understanding of the task will be scored at 1% per week (thus 5% total). Participation will be assessed on a) whether you contributed to discussion and b) also allowed others to contribute, at each of the 5 graded tutorials (1% each tutorial). Grading will not occur in Tutorial 1 or 7 but preparation & participation is still encouraged!

### **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 15 June – Wednesday 4 July 2012.

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.

### **Mandatory Course Requirements**

To meet Mandatory Course Requirements, students are required to:

- 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

### **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

### **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](http://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](http://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](http://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](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/](http://www.victoria.ac.nz/st_services/mentoring/)





**Victoria Management School**

**HRIR 201 Individual Assignment Cover Sheet**

Name: \_\_\_\_\_

Student ID: \_\_\_\_\_

Tutor's Name: \_\_\_\_\_

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

	<b>Assessment affected</b> <i>e.g. Individual Assignment, In-class Test</i>	
<b>Student ID</b>	Name <i>As it appears in your enrolment</i>	Tutorial No/Tutor's name
<b>Contact Details</b>	<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.*

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**Clearly state why you believe each of these sections should be re-examined:**

*Note: "I think it is worth more," is insufficient.*

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In requesting a re-examination of my submitted work, I understand that the result may be an increase OR decrease in the mark obtained.

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Signature
Date