

School of Management

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

Trimester One 2013

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR & LECTURER

Dr Jane Bryson

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ADMINISTRATOR

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TUTORIAL COORDINATOR

Garry Tansley

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Trimester Dates

Teaching Period: Monday 4 March – Friday 7 June

Study Period: Monday 10 June – Thursday 13 June

Examination Period: Friday 14 June – Wednesday 3 July (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before 15 March 2013.
2. The standard last date for withdrawal from this course is Friday 17th May 2013. 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	1.40pm to 2.30pm	RHLT1
	Wednesday	5.40pm to 6.30pm	RHLT1

Tutorials will occur in Weeks 2, 3, 4, 7, 8, 9 and 10. Please sign-up to a tutorial group through S-cube. If you have been unable to sign up for a tutorial by Friday 8th March contact the Tutorial Coordinator (Garry Tansley).

Course Content

WEEK, lecture days:	LEARNING FOCUS (lectures, tutorials, self-study reading)	KEY CONCEPTS/TERMS
1) 4, 6 March	Introduction to HRM and IR <ul style="list-style-type: none"> - What are they? - What is an employment relationship? - Why are they important? Bryson & Ryan: Chapters 1 and 2	HRM, industrial relations, employment relations, workplace, Trade union, employer, employment relationship, critical thinking, unitarist, pluralist
2) 11, 13 March Tutorials begin Tutorial 1	Studying HRM and IR <ul style="list-style-type: none"> - Key theories, ideologies, models - How to be critical Bryson & Ryan: Chapter 2	Theory, ideology, unitarist, pluralist, scientific management, bureaucracy, managerialism, hard & soft HRM, qualitative, quantitative, reliability, validity
3) 18, 20 March Tutorial 2	The New Zealand workplace context <ul style="list-style-type: none"> - What makes NZ workplaces operate as they do? Bryson & Ryan: Chapter 3; and Lamm & Rasmussen Chapter 5 in Macky (on HRIR201Blackboard site)	Labour market, productivity, regulation, deregulation, collectivised, individualised, good faith
4) 25, 27 March Tutorial 3 <i>Ist Assignment due Wednesday 27 March</i>	High performance workplace systems <ul style="list-style-type: none"> - How do HRM & IR improve workplace productivity? - What impact does this have on workers? Bryson & Ryan: Chapter 4	High involvement, high performance work systems, best practice
28 March – 3 April	Easter Break	
5) 8, 10 April	Skills in the workplace <ul style="list-style-type: none"> - How do workers and workplaces get the skills they need? - What is the role of HRM & IR ? Bryson & Ryan: Chapter 5	Industry training, skills, capability, human capital, occupations, workplace learning
6) 15, 17 April	Employee engagement & voice at work <ul style="list-style-type: none"> - How can HRM & IR 	Engagement, voice, participation, workplace democracy, partnership approaches, trade union

	influence workplace relationships? Bryson & Ryan: Chapter 6	representation
22-26 April	Mid trimester break	
7) 29 April, 1 May Tutorial 4	Good work and a good workplaces - What are they? - How can HRM & IR create or support them? Bryson & Ryan: Chapter 7	Good work, employment relationship, manufacturing sector, service sector, public sector, high performance work systems
8) 6, 8 May Tutorial 5	Diversity at work - How do workplaces adapt to diverse employee needs? the role of HRM & IR ? Bryson & Ryan: Chapter 8	Diversity, equity, equality, EEO, good employer, inclusion
9) 13, 15 May Tutorial 6	Green workplaces - What is the role of HRM & IR in sustainability issues? Bryson & Ryan: Chapter 9	Sustainable development, corporate social responsibility, triple bottom line reporting
10) 20, 22 May Tutorial 7 <i>2nd assignment due Wednesday 22 May</i>	The Business of HRM & IR - How do HRM & IR influence both formally and informally Bryson & Ryan: Chapter 10	Influence, HRM strategy, business case, measurement, accountability, relationships, responsibility
11) 27, 29 May	Ethics and HRM & IR - What are ethical issues in the workplace? - How can we think about, and resolve, them? Bryson & Ryan: Chapter 11	Ethics, deontology, teleology, interests, duty, rights, consequences, social contract, fairness
12) 5 June	Organising HRM & IR - How is HRM & IR delivered in workplaces? - What careers are possible in HRM & IR? 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).

Group Work

While the course has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. **Please do not work together to formulate a response and do not loan out your completed assignments.** You will be expected and encouraged to work in groups on in-term cases and assignments; however reports must be individual submissions.

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%	5pm, Weds 27 March 2013 (Week 4)
2, 3, 4	2. Individual Assignment Two - Issue Analysis essay	20%	5pm, Weds 22 May 2013 (Week 10)
2, 4	3. Tutorial Preparation & Participation	10%	Weeks 2, 3, 4, 7, 8, 9, 10

1, 2, ,4	4. Final Examination - 2 hours	50%	14 June – 3 July 2013
	TOTAL	100%	

1. Essay

Date: Wednesday, 27 March, 5pm *Marks:* 20%

Length: 1500 words

The essay topic and marking guide will be posted on the HRIR 201 Blackboard site (under the assignment tab) and discussed in class in Week 1.

2. Issue Analysis Essay

Due: Wednesday, 22 May, 5pm *Marks:* 20%

Length: 1500 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.

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.

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

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, Ina Yoo at RH 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 Ina while the Level 10

Reception area is open. The desk opens at 9am and closes at 5pm Monday to Friday during term time.

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.

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 tutor will do the remarking and provide comments.

For marks: If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third marker and the average of the two closest marks is taken.

For grades: If the grade differs by one grade then the highest grade is taken. If the grade differs by more than one grade then the assignment is marked by a third marker and the average grade is taken.

Experience from previous years is that almost all remarks are within 10% or one grade and where there is a change in mark or grade, half the assignments go up and half go down. Occasionally there is a significant shift in the mark or grade. Application for remarks must be made within 5 days after the assignments are available. To apply for a remark, complete the request for re-examination of assessed work form stating which sections (criteria listed in the mark sheet) you wish re-examined. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment into the following place:

- Pipitea Campus – 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 a minimum of 5 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.

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 14 June – Wednesday 3 July 2013.

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.

Mandatory Course Requirements

In addition to obtaining an overall course mark of 50 or better, students 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

Link to general information

For general information about course-related matters, go to

<http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

Note to students

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.