

School of Management

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

Trimester 3, 2013

### **COURSE OUTLINE**

---

#### **COURSE COORDINATOR & LECTURER**

**Dr Jane Bryson**

Room: RH1006, Rutherford House

Phone: 463 5707

Email: [jane.bryson@vuw.ac.nz](mailto:jane.bryson@vuw.ac.nz)

#### **TUTOR**

**Khristo Bruce**

Email: [khristo.bruce@gmail.com](mailto:khristo.bruce@gmail.com)

#### **ADMINISTRATOR**

**Ina Yoo**

Room: RH1022, Rutherford House

Phone: 463 5358

Email: [ina.yoo@vuw.ac.nz](mailto:ina.yoo@vuw.ac.nz)

#### **UNDERGRADUATE PROGRAMME MANAGER**

**Garry Tansley**

Room: RH 915, Rutherford House

Phone: 463 6968

Email: [garry.tansley@vuw.ac.nz](mailto:garry.tansley@vuw.ac.nz)

#### **Trimester Dates**

Teaching Period: Monday 18 November 2013 – Friday 13 December 2013

Examination Period: Monday 17 February – Saturday 22 February 2014 (inclusive)

#### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before one full week after the first class.
2. The standard last date for withdrawal from this course is 6 December 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: Tues, Weds, Thurs 9.30am to 11.20am GBLT2

Lectures on 19, 20, 21, 26, 27, 28 November, 3, 4, 5, 10, 11, 12 December.

Tutorials will occur in every lecture week (a one hour tutorial in week 1, and two hour tutorial in weeks 2, 3, 4). 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).

## Prescription

An introduction to the field of human resource management and industrial relations. The course develops multiple perspectives on work and employment and shows how theoretical frameworks can be used to critically analyse and understand them.

## 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 Content

<b>LECTURE:</b>	<b>LEARNING FOCUS (lectures, tutorials, self-study reading)</b>	<b>KEY CONCEPTS/TERMS</b>
1) Tuesday 19 November	<b>HRM, IR, ER – what are they? How do we study them?</b> <ul style="list-style-type: none"><li>- What are they?</li><li>- What is an employment relationship?</li><li>- Why are they important?</li><li>- Key theories, ideologies, models</li></ul>	HRM, industrial relations, employment relations, workplace, Trade union, employer, employment relationship, critical thinking, unitarist, pluralist, theory, ideology  <b>Background Reading:</b> Bryson & Ryan: Chapters 1 & 2
2) Wednesday 20 November	<b>Analysing HRM &amp; IR issues</b> <ul style="list-style-type: none"><li>- Key theories, ideologies, models</li><li>- How to critically analyse work situations</li></ul>	Scientific management, bureaucracy, managerialism, hard & soft HRM, qualitative, quantitative, reliability, validity  <b>Background Reading:</b> Bryson & Ryan: Chapter 2
3) Thursday 21 November	<b>NZ workplace context</b> <ul style="list-style-type: none"><li>- What makes NZ workplaces operate as they do?</li></ul>	Labour market, productivity, regulation, deregulation, collectivised, individualised, good faith  <b>Background Reading:</b> Bryson & Ryan: Chapter 3; and Lamm & Rasmussen Chapter 5 in Macky (on Blackboard for HRIR 201)

4) Tuesday 26 November	<b>High performance workplace systems</b> <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>	High involvement, high performance work systems, best practice  <b>Background Reading:</b> Bryson & Ryan: Chapter 4
5) Wednesday 27 November	<b>Skills in and for the workplace</b> <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>	Industry training, skills, capability, human capital, occupations, workplace learning  <b>Background Reading:</b> Bryson & Ryan: Chapter 5
6) Thursday 28 November	<b>Employee engagement and voice at work</b> <ul style="list-style-type: none"> <li>- How can HRM &amp; IR influence workplace relationships?</li> </ul>	Engagement, voice, participation, workplace democracy, partnership approaches, trade union representation  <b>Background Reading:</b> Bryson & Ryan: Chapter 6
7) Tuesday 3 December	<b>Good work and good workplaces</b> <ul style="list-style-type: none"> <li>- What are they?</li> <li>- How can HRM &amp; IR create or support them?</li> </ul>	Good work, employment relationship, manufacturing sector, service sector, public sector, high performance work systems  <b>Background Reading:</b> Bryson & Ryan Chapter 7
8) Wednesday 4 December	<b>Diversity at work</b> <ul style="list-style-type: none"> <li>- How do workplaces adapt to diverse employee needs? The role of HRM &amp; IR?</li> </ul>	Diversity, equity, equality, EEO, good employer, inclusion  <b>Background Reading:</b> Bryson & Ryan Chapter 8
9) Thursday 5 December	<b>Green workplaces</b> <ul style="list-style-type: none"> <li>- What is the role of HRM &amp; IR in sustainability issues?</li> </ul>	Sustainable development, corporate social responsibility, triple bottom line reporting  <b>Background Reading:</b> Bryson & Ryan Chapter 9
10) Tuesday 10 December	<b>The Business of HRM &amp; IR</b> <ul style="list-style-type: none"> <li>- How do HRM &amp; IR influence both formally and informally</li> </ul>	Influence, HRM strategy, business case, measurement, accountability, relationships, responsibility  <b>Background Reading:</b> Bryson & Ryan Chapter 10
11) Wednesday 11 December	<b>Ethics and HRM &amp; IR</b> <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>	Ethics, deontology, teleology, interests, duty, rights, consequences, social contract, fairness  <b>Background Reading:</b> Bryson & Ryan Chapters 11

12) Thursday 12 December	<b>Organising HRM &amp; IR</b> - How is HRM & IR delivered in workplaces? - What careers are possible in HRM & IR?	Traditional HR functions, shared services, centres of excellence, outsourcing, HR competencies, IR competencies  <b>Background Reading:</b> Bryson & Ryan Chapters 12
February 2014	<b>Revision Lecture</b>	date to be confirmed with class

### Expected Workload

Students can expect the workload for this course to be up to a total of about 140 hours. The workload will be more intensive in November/December spread approximately as follows: Reading and assignment preparation 60 hours; lecture and tutorial preparation 14 hours; lecture attendance 24 hours; tutorial attendance 7 hours. In January/February the workload will be examination revision (including revision lecture) approx. 30 hours.

### Group Work

While the course encourages group collaboration in tutorials, 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.**

### Readings

The **required textbook** is: Bryson, J and Ryan R (2012) *Human Resource Management in the Workplace*, Pearson, Auckland. This can be purchased from VicBooks. There should be second hand copies of this book available also. There are also copies in the Commerce library.

### Assessment Requirements

Course learning objective	Assessment	Weight	Date
1, 3	1. Individual Assignment One –Analysis essay	20%	9.30am, Wednesday 27 November 2013
2, 3, 4	2. Individual Assignment Two - Issue Analysis essay	20%	9.30am, Wednesday 18 December 2013
2, 4	3. Tutorial Preparation & Participation	10%	19 November – 13 December
1, 2, 4	4. Final Examination - 2 hours	50%	17-22 February 2013
	<b>TOTAL</b>	<b>100%</b>	

#### 1. Analysis Essay

*Date:* Wednesday 27 November 2013, 9.30am

Marks: 20%

*Length:* 1500 words

*Topic:* Provide a brief explanation of: What is Human Resource Management? and What is Industrial Relations?. Then choose **one** of the following on-going changes faced by organisations - research and discuss what challenges it raises for managing people, what are the HRM and IR implications?

1. Changing technology OR
2. Increasing average age of the workforce OR
3. Increasing ethnic diversity of the workforce

You are expected to use the course text book, plus other HRM or employment relations text books (see the Commerce Library) or online library resources, and reputable internet resources (ie those backed by solid research evidence).

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

## 2. Issue Analysis Essay

*Due:* Wednesday 18 December 2013, 9.30am

*Marks:* 20%

*Length:* 1500 words

*Issue:* Choose **one** of these two issues to analyse, either: 1) The Warehouse and the Career Retailer Wage OR 2) McDonald's and Rest Breaks. (Further background information provided below)

Provide a very brief outline of the organisation (specific industry, type of work; number of employees, types of occupations/jobs – skill levels; unionised or not; any other important or distinguishing features of the organisation or its workforce).

Then analyse the issue: From an HRM and IR perspective why has the employer taken this stance? How do they hope to benefit from it? Are there any risks? How could they be addressed? What are benefits or risks to employees/workers? How could they be addressed? Are there any other stakeholders who should be considered?

### Background information

#### 1. The Warehouse and the Career Retailer Wage

In August 2013, a Career Retailer Wage was introduced in The Warehouse, Warehouse Stationery and Noel Leeming, partly influenced by New Zealand's Living Wage campaign.

Some background resources to get you started:

<http://www.stuff.co.nz/business/industries/8641343/Warehouse-adopts-career-retailer-wage>

<http://www.hrmonline.co.nz/news/the-warehouse-group-pledges-to-pay-a-living-wage-175106.aspx>

<http://www.firstunion.org.nz/content/first-living-wage-victory-retail-workers>

<http://tvnz.co.nz/business-news/union-challenges-warehouse-living-wage-claims-5526310>

#### 2. McDonalds and Rest Breaks

Part 6D of the Employment Relations Act requires employers to provide rest breaks at reasonably regular specified intervals. The government is changing this provision to effectively remove any prescriptive measures relating to rest breaks and to allow very broad flexibility including the ability to replace rest breaks with “compensatory measures”. There has been much debate about these changes particularly in the fast food industry (and similar industries, eg supermarkets) - between employers (who support the changes) and workers/unions (who have concerns about the changes). McDonald's is a good example of the issues on both sides.

Some background resources to get you started:

McDonalds Restaurants (NZ) Ltd submission to Parliament (in 2010) on the proposed changes to the law applying to rest breaks: <http://www.parliament.nz/resource/0000116617>

A different view on McDonalds approach to Rest breaks, from the Union representing a number of McDonald's workers:

<http://tvnz.co.nz/national-news/mcdonald-s-workers-claim-wage-stealing-5444950>

<http://www.scoop.co.nz/stories/PA1305/S00459/mcdonalds-case-shows-flaws-in-meal-breaks-law.htm>

<http://livenews.co.nz/2013/09/13/unite-union-defends-workers-breaks/>

You are expected to use the resources provided, your HRM & IR knowledge from the course, and additional resources (eg further online company or news media information; library HRM and employment relations books and articles) as required.

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

### **Tutorial Preparation and Participation mark**

Active participation in tutorials is expected, and graded on evidence of preparation for discussion of the chapters/tutorial questions and the quality of your participation.

You are expected to have read the assigned chapters of the textbook and prepared brief written answers to the questions (provided on Blackboard) before attending the tutorial. At the beginning of the tutorial your tutor will view your written answers. Written evidence of preparation & understanding of the task will earn 1 mark in tutorials 2, 3, 4. Participation will also earn 1 mark and be assessed on a) whether you contributed to discussion and b) also allowed others to contribute. The 1<sup>st</sup> tutorial does not attract marks, the subsequent 3 tutorials do attract marks - full marks (6/6) will earn 10% and lesser marks a proportion of the 10%.

### **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 following period: 17 – 22 February 2014.

The examination is worth 50% of the total marks available for this course. It is a closed book 2-hour examination. All lectures and chapters covered during the course are examinable. The examination will consist of short answer questions on key concepts, and one case/issue to analyse.

### **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**.

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.

### **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.

## Late assignments

Late assignments are to be handed to the Administrator for the course, Ina Yoo 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 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 **Undergraduate Programme Manager**, 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 **Undergraduate Programme Manager** 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 (Annex B) 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.
- Kelburn Campus (tbc) - 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.

## **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.

If you cannot complete an assignment or sit a test or examination, refer to

[www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat](http://www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat)

## **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 via the HRIR 201 Blackboard site, and urgent messages via email to all class members student email addresses.

## **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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.