TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

School of Management

HRIR 320 STRATEGIC HUMAN RESOURCE MANAGEMENT

Trimester Two 2014

COURSE OUTLINE

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Trimester Dates
Teaching Period: Monday 14th July – Friday 17th October
Study Period: Monday 20th October – Thursday 23rd October
Examination Period: Friday 24th October – Saturday 15th November (inclusive)

Withdrawal from Course
1. Your fees will be refunded if you withdraw from this course on or before Friday 25th July 2014.

2. The standard last date for withdrawal from this course is Friday 26th 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 Times and Room Numbers
Monday   12.40 – 14.30pm, GB LT 1

Course delivery

Lectures
There is one two hour lecture per week. This will be a mix of lecture, guest speakers and group work. Lecture slides will be posted on Blackboard before class in order to aid note taking in class. You will be expected to have read the relevant Truss chapter before each class and be ready to contribute.

Since it is important to prepare you for your company interviews and there is significant effort put into securing guest speakers, lectures are compulsory. If missing a lecture is unavoidable, you should email the Course Coordinator, Dr Richard Norman, in advance at richard.norman@vuw.ac.nz.

Tutorials
Tutorials occur in seven of the 12 weeks and are compulsory. These are an important component of your learning. You have the opportunity to further your understanding of key concepts and develop practical skills, such as interviewing data analysis, as well as critical thinking. You will also work in your groups most closely in tutorials.

Introduction

The focus for this course is 'how can human resource management policies and practices align with and contribute to organisational strategy?' In some organisations connections are deliberate and formally planned. In others, human resource management practices are administrative routines which may at times frustrate the implementation of strategies. The course will encourage students to examine the explicit and implicit policy choices made by specific organisations, and assess the effectiveness of these choices. These will be examined through researching a mixture of publicly available information and academic literature, and preparing for, and conducting two interviews with a manager and employee of a Wellington region company.

Programme and Course Related Learning Objectives

Our graduates will:
- be effective communicators;
- have a global and multicultural perspective;
- recognise, support and display leadership;
- develop specific knowledge and skills in at least one business, or public policy discipline; and
- engage in critical thinking.

Course objectives

On successful completion of the course, students should be able to:
- Analyse HR issues, with respect to external and internal influences;
- Explain how organisational strategy, global competition, technological change, workforce characteristics and government regulation influence HR decisions;
- Discuss the relationships between different HR policies and practice; and
- Analyse and discuss case studies, research and academic articles.

Learning Style

This course aims to enable you to analyse HR issues from the perspective of an HR professional who advises a chief executive or owner of a business. Understanding the strategic priorities of an organisation can give you a distinctive edge in the workplace, particularly in HR roles. Development of this skill will need your active engagement in learning, as a contributor to discussion in lectures and via Blackboard. A model developed by Benjamin Bloom of educational outcomes (below)[1] is based on the idea that some types of learning require more cognitive processing than others. University courses at stages one and two tend to focus on knowledge, comprehension and application. This course aims to help you integrate a variety of studies so you can confidently demonstrate skills of analysis, synthesis and evaluation, which employers particularly seek when hiring graduates.

Group Work

This project seeks to provide you with connections to workplaces and give real work experience that will help you as you begin your career,

During the course you will be part of a learning community based on your tutorial groups, which will sit together in lectures, discuss ideas in more depth via Blackboard and have frequent opportunities to hear from other learning groups. Most workplaces expect staff to be self-starting members of teams, and the group work aims to provide experience which will be valuable when demonstrated in your CV.

Learning communities need regular engagement to work effectively. Nothing undermines a learning community more quickly than one or two individuals who seek to free ride on group effort. To help these learning communities succeed, **there is a course requirement that you attend at least 9 of the 12 lectures**. Blackboard contributions are also given marks to encourage quality and to guard against free-riding which will undermine group effort. To emphasise the importance of group work, project leaders are asked to alert the course coordinator as early as possible if there are difficulties in obtaining sufficient commitment from a group member. Group members who do not contribute sufficiently to their group to merit a group mark will be required to submit an individual report.

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. You will be expected to work in groups on cases and the group presentation and report.

Expected Workload

Students are expected to spend on average 10 hours per week during the course preparing for class meetings, participating in the group project, working with peers in study groups and working on the course assignments. This time is likely to be divided between reading and researching, preparing contributions for the Blackboard-based community of practice, searching for information in the library or on the Internet or preparing for the group project. Most class sessions will be interactive

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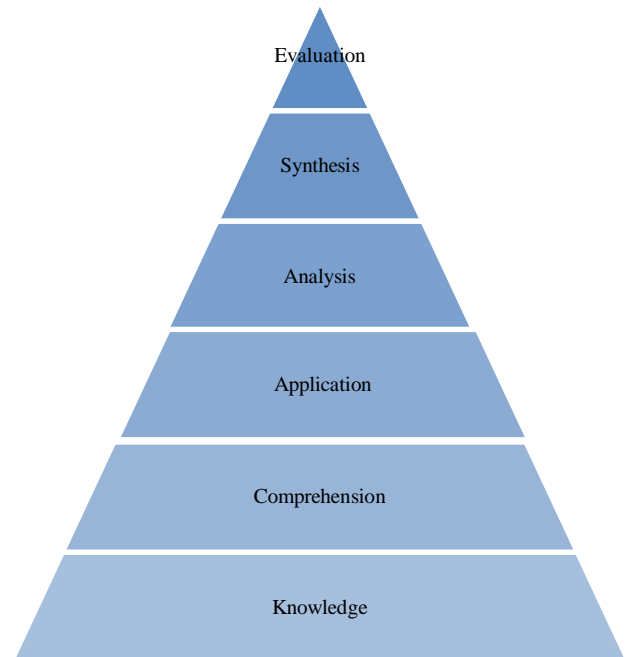
[1] http://en.wikipedia.org/wiki/Bloom%27s_Taxonomy

and seek discussion about pre-readings for that week. Readings for each class are listed on the course outline and modified as needed via Blackboard. A further 30 hours will be required revising during mid-trimester break and study week.

Class representatives

Two class representatives will be sought during lecture two, and their names will be available to VUWSA, the course coordinator and the class. The representatives will provide a communication channel to liaise with the coordinator on behalf of students – an excellent opportunity to practice theories covered in the course.

Textbook

Strategic Human Resource Management. By Catherine Truss, David Mankin, Clare Kelliher. Oxford University Press, 2012.

Course overview

DATE	TOPICS AND ACTIONS	READING	ASSESSMENT
Week 1 *14 July*	Course overview and introduction. The global context of strategic human resource management. Companies allocated this week	Truss et al Chapter 1	
Week 2 *21 July* **Tutorial 1**	Interview skill building – interview techniques and advice; confidentiality agreement signed. The changing context for SHRM.	Truss et al Chapter 2	Blog due Friday 18 July, 3pm – note instructions for "Opening Blog" below p. 7.
Week 3 *28 July* **Tutorial 2**	Strategic Management. SHRM and performance.	Truss et al Chapters 3 & 8 The Human Equation by Jeffrey Pfeffer. Seven practices of successful organisations (CM).	Pre interview report due Friday 1 August, 12pm.
Week 4 *4 Aug* **Tutorial 3**	SHRM and human resource development. Talent Management. Interviews this week.	Truss et al Chapters 9 & 10	Blog due Friday 8 August, 3pm
Week 5 *11 Aug* **Tutorial 4**	Employee engagement. Knowledge Management and SHRM. Interviews this week.	Truss et al Chapters 12 & 13	Blog due Friday 15 August, 3pm.
Week 6 *18 Aug*	Employee Relations.	Truss et al Chapters 11	Interview transcripts due Friday 22 August, 5pm.
	Mid trimester break		
Week 7 *8 Sept* **Tutorial 5**	Corporate social responsibility. Management of Change.	Truss et al Chapters 14 & 15 Dave Ulrich, The changing nature of human resources. (CM)	Blog due Monday 8 September, 9am.
Week 8 *15 Sept*	The Strategic role of the HR Function. The foundations of SHRM.	Truss et al Chapters 4 & 5 Lynda Gratton. Living Strategy. (CM)	Post interview report due Friday 19 September, 12pm. Blog due Friday 19 September, 3pm – copy and paste your executive summary from your post interview report (two marks deducted if not delivered).
Week 9 *22 Sept*	Resource based and institutional perspectives on SHRM. HR strategy.	Truss et al Chapters 6 & 7	
Week 10 *29 Sept* **Tutorial 6**	New forms of SHRM. Presentations in tutorials this week.	Truss et al Chapter 16	Blog due Friday 3 October, 3 pm.
Week 11 *6 Oct*	Presentation day in front of industry representatives.		
Week 12 *13 Oct* **Tutorial 7**	Synthesis and revision.		Blog due Friday 10 October 3pm. Note instructions for "Closing Blog" below p. 8.

Readings: Additional textbooks available in the Commerce library which you may also find helpful:

- Baron, J.N. and Kreps, D.M. (2000). *Strategic Human Resource Management: Frameworks for General Managers*. Brisbane: John Wiley & Sons.
- Boxall, P., Purcell, J. (2008). *Strategy and Human Resource Management*. UK: Palgrave.
- Boxall, P., Purcell, J., and Wright, P. (eds) (2007) *The Oxford Handbook of Human Resource Management*. Oxford, UK: OUP
- Cameron, Kim, and Quinn, Robert. (2011). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. San Francisco: Jossey Bass.
- Florida, Richard. (2011). *The Rise of the Creative Class Revisited.* New York: Basic Books Company.
- Gratton, L. (2011). *The Shift: The future of work is already here*. Harper Collins.
- Legge, K. (2005). *Human Resource Management: Rhetorics and Realities*. New York: Palgrave Macmillan
- McAfee, A & Brynjolfsson, E. (2014) *The Second Machine Age- Work, Progress, and Prosperity in a Time of Brilliant Technologies.* W W Norton and Company.
- Millmore, M, Lewis, P, Saunders, M, Thornhill A, and Morrow T. (2007). *Strategic Human Resource Management: Contemporary Issues*. Essex: Pearson.
- Storey, J., Wright, P.M., Ulrich, D. (2008). *The Routledge Companion to Strategic Human Resource Management*. Routledge.

Useful HR web links

- *Human Resources Institute of New Zealand (HRINZ)*
  http://www.hrinz.org.nz
- *Chartered Institute of Personnel and Development (CIPD)*
  (Non-members are not able to access as much information as members but this is still a very useful website for current information on HR issues as well as fact sheets about key concepts)
  http://www.cipd.co.uk/
- *Global HR News*
  http://www.globalhrnews.com/home.asp
- *Guide to HRM associations worldwide*
  http://www.hr-guide.com/data/005.htm
- *HR Magazine (UK)*
  http://www.hrmagazine.co.uk/
- *HRM Guide for International HRM issues and topics*
  http://www.hrmguide.net/hrm/Links/main.htm
- *Human Capital Magazine (Australia)*
  http://www.hcamag.com/
- *International Public Management Association for Human Resources (US)*
  http://www.ipma-hr.org/
- *Personnel Today*
  http://www.personneltoday.com/Home/
- *Society for Human Resource Management (US)*
  http://www.shrm.org/Pages/default.aspx

Journals available through ProQuest

- *Asia Pacific Journal of Human Resources*
- *Human Resources*
- *Human Resource Management*
- *Human Resource Management Review*
- *Human Relations*
- *International Journal of Human Resource Management*

Assessment Requirements

The practical nature of this course and the group work involved means that we are careful to ensure those that put in extra effort are rewarded.

	Assessment	Weight	Date	Marker
1	**Blogs** – each blog will be posted on Blackboard. Seven blogs are sought in total as follows: • Weeks 2, 4, 5, 7, 10 are worth two marks each (10% total). • Week 8 is your executive summary from your post interview report (two marks deducted if not delivered). • Week 12 is your closing blog, worth 5%.	15%	There are seven blogs in total, due dates and times above.	Jessica Chaplin
2	**Pre interview report -** A 1200 word report that brings together publicly available information on your chosen organisation's strategic human resource issues.	10%	Due Friday 1 August, 12pm in hard copy to the HRIR320 box and to Turnitin on Blackboard.	Jessica Chaplin
3	**Interview transcripts submitted to Qualtrics** (instructions to be posted on Blackboard). NB: please retain your recordings so that if there are any research questions we go back to them later.	MCR	Due Friday 22 August, 5pm.	
4	**Post interview report** - 2000 word maximum excluding executive summary, appendix and references.	30%	Friday 19 September, 12pm in hard copy to the HRIR320 box and to Turnitin on Blackboard.	Dr Richard Norman
5	**Group project**	15%	In tutorials week 10 and the opportunity to present on presentation day in week 11.	Dr Richard Norman and Jessica Chaplin
6	**Final Examination -** 2 hours	30%	TBA, between 24th October – Saturday 15th	Dr Richard Norman
	TOTAL	**100%**		

Blog Contributions (15%)
Blog are an opportunity to reflect on the course content and communicate with your peers. Blogs should be
200 – 400 words in length. Each quality blog submitted will give your learning community more opportunity to learn, clarify and remember the key concepts of SHRM.

Opening Blog
This is an opportunity to introduce yourself to the class and identify the organisation you will use as the focus for your report and for applying the strategic HR concepts of the course. These introductions will be used in week two and three to help form project groups focused on industry sectors.
This is also an opportunity to apply for the following positions for your project group:
- Learning co-ordinator. The purpose of this role is to facilitate individual projects before the mid-term break, by encouraging a sharing of information about the sector under study. The person holding this role will be the first point of contact throughout the course for the lecturer and tutor. It is an opportunity to test out whether you might want a role as a tutor in future; also an opportunity to gain skills of research, group facilitation and project management
- Presentation co-ordinator. This role involves working with the Learning coordinator and taking the lead in planning for presentations scheduled for weeks 10 and 11. While most of this work will be after the mid-term break, ideas for presentations may emerge earlier. This is an opportunity to gain useful skills in presentation, team management and to demonstrate what effective lectures should look like.

Closing Blog
Up to 400 words reflecting on your end-of-term understanding of strategic human resource management. How would you define Strategic Human Resource Management? What has become clearer about this subject as a result of the study? Be specific about the concepts or insights from practitioners that have informed your understanding. Comment on ways in which the course has contributed to your learning.

Pre Interview Report (10%)
Length: 1200 words in length, excluding references. No executive summary required.

Write a report which identifies the major strategic issues and HR issues facing an organisation. Use HR concepts to analyse the level of alignment between HR strategies and the goals of the organisation's key stakeholders.

This is an opportunity to research the company that you intend on interviewing. Demonstrate your ability to use published sources of information to describe the current strategic issues facing the organisation, and the context of the organisation. Use your new knowledge of strategic issues in human resources and industrial relations to analyse the HR strategies and practices and assess how well these are aligned to the strategic direction the owners and stakeholders of the organisation wish to pursue.
Draw on HR concepts in the textbook, Course Resources or personal research to apply the most relevant theory/ies to the organisation of your choice.

The 'questions for developing human resources strategy' by Chris Hendry, on page one of the readings, and the 'Harvard Map of the HRM' territory in Beer et al (course readings) provide effective starting points from which to identify one or more concepts that relate strongly to your chosen organisation.

Pre interview report marking guide		Marks	Excellent	Very Good	Good	Adequate	Poor	
Explain your company	**Background information** Shows excellent use of available information to identify major strategic issues. Understanding of the company, basic demographic information and business specific challenges.	4						Poor understanding of company, little or no demographic information, business challenges no specified
	SHRM issues understanding Clear understanding of SHRM issues in primary company, skilfully blends published information and interview insights	3						Unclear understanding of SHRM issues. No integration of interview findings
Strategic human resource issues	**Application to academic research** Makes effective use of theory and research to analyse the SHRM issues of importance	3						Theory and international research is not explained or related sufficiently well
Written communication	**Grammar and style:** Effective presentation of report style, good grammar, correct spelling and punctuation. References acknowledged in APA. (Marks deducted if unsatisfactory)							Poor report presentation, misuse of grammar, incorrect spelling/ punctuation. Inconsistent and incorrect referencing

Post interview report (30%)
Length: 2000 words, excluding executive summary, appendix and references.

This report brings together findings from your interview and research of published materials about your organisation. The aim here is to show the value of your interview – what more have you learnt about how the strategic human resource issues affect your chosen organisation? Your report should include a range of realistic recommendations to assist with your company's strategic human resource issues. Particular credit will be given to those who think outside the box while using recent academic research to back up their ideas.

Post interview report marking guide

		Marks	Excellent	Very Good	Good	Adequate	Poor	
Explain your company	**Executive summary:** Provides clear overview of the report findings. Can be read as a standalone document and is no longer than 200 words	2						Unclear, wordy or too generalised. Fails to provide a 'see at a glance' summary
	Background information Shows strong understanding of the company, basic demographic information and business specific challenges	3						Poor understanding of company, little or no demographic information, business challenges not specified
Strategic human resource issues	**SHRM issues understanding** Clear understanding of SHRM issues in primary company, skilfully blends published information and interview insights	7						Unclear understanding of SHRM issues. No integration of interview findings
	Application to academic research Makes effective use of theory and research to analyse the SHRM issues of greatest importance	7						Theory and international research is not explained or related sufficiently well
	Recommendations: Provides creative and realistic recommendations to help manage SHRM issues	5						Recommendations are not realistic, creative, or presented clearly
Written communication	**Grammar and style:** Effective presentation of report style, good grammar, correct spelling and punctuation. References acknowledged in APA. (Marks deducted if unsatisfactory)							Poor report presentation, misuse of grammar, incorrect spelling/ punctuation. Inconsistent and incorrect referencing
Appendix	**Compare and contrast the findings of your two interviews** A concise analysis of no more than two pages, outlines the key similarities and differences in SHRM issues effectively	6						No second interview comparison or inadequate analysis and comparison

<u>Group Project (15%)</u>

This group presentation and report provides an opportunity to compare findings from different companies. Groups of 4-7 people will be formed within tutorials to assist individuals with their field work. There will be opportunities in tutorials and lectures to compare notes from interviews and other research to identify themes which summarise the knowledge you are gaining. For some groups, the themes might be about similarities; for other groups about differences.

During tutorials you will be asked to select a leader and deputy to co-ordinate your group work so you can present to the tutorial in week 10 about the major strategic HR issues which you are identifying. This presentation is a test run for delivering to an industry audience which may include those you have interviewed. About six of the strongest presentations will be selected for presenting to industry representatives – an excellent chance for those presenting to develop industry connections.

All members of the team are expected to play a part in preparing the presentation and report. Contributions can include the writing and editing of speeches and a report of no more than four pages; speaking, coordinating the flow of the presentation, designing a role-play, building the PowerPoint slides, creating visual aids etc. If "free riding" is a concern, group members are asked to alert the course tutor and / or co-ordinator and the person who chooses not to be an active contributor will be asked to provide an eight page report about the themes which have emerged from the group.

See next page for group project marking guide.

Group project marking guide

		Marks	Excellent	Very Good	Good	Adequate	Poor	
Presentation content and demonstration of critical and creative thinking	**Sector context** Highlights strategic issues relevant for the cluster of companies.	1						Lacks strategic focus, too much detail
	Knowledge base In the limited time available demonstrates group understanding of HR theory relevant to this sector's challenges	2						Uses little or no theory that can help interpret the data.
Presentation style	**Communications ability** Well organised and rehearsed. Communicates a simple and clear message within seven minutes.	2						Runs over time, clearly under rehearsed, message not clear
	Leadership ability Students demonstrate team work and ability to persuade an audience.	1						Fails to inspire confidence in the potential leadership contribution of this group.
Content and analysis (the four page summary)	**Executive summary** Provides clear overview of the sector findings and trends. Can be read as a standalone document and is no longer than 200 words	1						Unclear, wordy or too generalised. Fails to provide a 'see at a glance' summary
	Creditability of content Makes insightful use of interview findings and published material across the sector	1						Light on content, with few direct quotations and few references
	Application of HR concepts Identifies a few key HR concepts and uses these to organise and analyse information from field work	2						Uses too many HR concepts, or fails to explain their relevance. Contains too much HR jargon.
Written communication	**Grammar and style:** Correct report style, grammatical sentences, and correct spelling and punctuation. References acknowledged. (Marks deducted if unsatisfactory)							Incorrect report style, ungrammatical sentences, incorrect spelling/punctuation. Inconsistent and incorrect referencing

Final examination (30%)

The final examination for this course will be scheduled during the period from Monday 21 October to 17 November 2013. It is a closed book 2-hour examination which will focus on applying concepts listed in this outine. Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

Mandatory course requirements

To meet Mandatory Course Requirements, students are required to:

a. Attend at least 9 of the 12 lectures;
b. Attend at least 6 of the 7 tutorials;
c. Submit two full and accurate interview transcripts via Qualtrics by the due date unless an extension has been obtained (instructions to be posted on Blackboard)
d. Submit the assignments within the allowable timeframe (see Penalties section) below (i); and
e. Obtain at least 40 per cent of the final examination marks available.

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.

Handing in assignments

See above for assignment due dates. Completed assignments must have a cover sheet and handed in to the HRIR320 box (16) on the Mezzanine floor of Rutherford House. In addition, you must submit an electronic copy to Turnitin.

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.

Penalties

Late assignments are to be handed in at **Level 10 Reception, RH 1022**, during Reception Desk hours, **9am till 5pm Monday to Friday during term time.** An Administrator or Duty Receptionist will stamp the assignment with the date and time. Late assignments that do not have **the time and date and signed by** the Administrator for the course or Duty Receptionist, will incur late penalties from the time the Administrator receives it. Assignments left on the Reception Counter, or slid under the door of the Reception 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.

Penalties - for Lateness & Excessive Length of Assignments

(i)   In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **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 **Course 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, e.g. 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 **Course 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.

Assessment

From Trimester 1, 2014, a revised Assessment Handbook will apply to all VUW courses: see http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf.

In particular, there will be a new grade scheme, in which the A+ range will be 90-100% and 50-54% will be a C-.

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 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.

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

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 submitted to Turnitin. A copy of submitted materials will be retained 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.

Communication

Information on course-related matters will be announced at class and posted on the **Blackboard** website at http://blackboard.vuw.ac.nz/. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

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, e.g.

HRIR320_Smith_Pauline_3000223344_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

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
http://www.victoria.ac.nz/home/about/policy/academic.aspx

Faculty of Commerce and Administration Offices
http://www.victoria.ac.nz/fca/studenthelp/Contactus.aspx

Manaaki Pihipihinga Programme
http://www.victoria.ac.nz/st_services/mentoring/

TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

School of Management

HRIR 320 Individual Assignment Cover Sheet

Name:_____   **Student ID:**_____

Word Count: _____

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:_____

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HRIR320
Request for re-examination of assessed work

	Assessment affected: *e.g. Assignment*	
Student ID: _____	**Name** *as it appears in your enrolment* _____	**Tutorial No:** _____ **Tutor's Name:** _____ **Tutorial Day** _____ **and Time:** _____
Contact Details:	*Phone:* _____ *Email:* _____	

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.

_____
_____
_____
_____
_____

Clearly state why you believe each of these sections should be re-examined:
Note: "I think it is worth more," is insufficient.

_____
_____
_____
_____
_____
_____
_____

Signature: _____ Date: _____