

School of Management

HRIR 201: MANAGING HUMAN RESOURCES AND INDUSTRIAL RELATIONS

Trimester 3, 2014

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR & LECTURER TUTOR

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ADMINISTRATOR

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UNDERGRAD PROGRAMME MANAGER

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Trimester Dates

Teaching Period: Tuesday 18 November – Monday 15 December 2014
Examination Period: Thursday 18 December – Saturday 20 December 2014 (inclusive)

Withdrawal from Course

Your fees will be refunded if you withdraw from this course on or before Monday 24 November 2014. The standard last date for withdrawal from this course is Wednesday 10 December 2014. 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: Mondays, Tuesdays, Wednesdays 9.30am to 11.20am GBLT4
Lectures on: 18, 19, 24, 25, 26 November & 1, 2, 3, 8, 9, 10, 15 December 2014.

Tutorials will occur in every lecture week (a 1-hour tutorial in week 1, and 2-hour tutorials in weeks 2, 3, 4). Monday tutorials will commence on 24 November 2014; Tuesday and Wednesday tutorials will commence on 18 and 19 November, respectively. Please sign-up to a tutorial group through S-cube. If you have been unable to sign up for a tutorial contact the Tutorial Coordinator (Garry Tansley).

Course Overview

This course is an introduction to the field of human resource management (HRM) and industrial relations (IR). 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 (*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 72 hours; tutorial preparation 20 hours; examination revision 24 hours; lecture attendance 24 hours; tutorial attendance 10 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

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-.

Course learning objective	Assessment	Weight	Date
1, 3	1. Individual Assignment One Analysis essay	20%	Friday 28 November 2014 1pm hard copy / 5pm electronic copy
2, 3, 4	2. Individual Assignment Two	20%	Wednesday 17 December 2014

	- Issue Analysis essay		1pm hard copy / 5pm electronic copy
2, 4	3. Tutorial Preparation & Participation	10%	18 November – 15 December 2014
1, 2, 4	4. Final Examination - 2 hours	50%	18-20 December 2014
	TOTAL	100%	

1. Analysis Essay

Due Date: Friday 28 November 2014, 1pm hard copy / 5pm electronic copy 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 (i.e., 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 17 December 2014, 1pm hard copy / 5pm electronic copy 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, e.g., 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 (e.g., 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 1st 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: 18 – 20 December 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 (ANNEX A) 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, 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 **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.

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 above); 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

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.

Course Content HRIR 201 Trimester 3 2014

Date	Topic	Key concepts / terms	Readings	Tutorials
Nov 18	Introduction to HRM and IR <ul style="list-style-type: none"> What are they? What is an employment relationship? Why are they important? 	HRM, industrial relations, employment relations, workplace, trade union, employer, employment relationship, critical thinking, unitarist, pluralist	Bryson & Ryan: Chapters 1 and 2	Tutorial 1
Nov 19	Studying HRM and IR <ul style="list-style-type: none"> Key theories, ideologies, models How to be critical 	Theory, ideology, unitarist, pluralist, scientific management, bureaucracy, managerialism, hard & soft HRM, qualitative, quantitative, reliability, validity	Bryson & Ryan: Chapter 2	
Nov 24	The New Zealand workplace context <ul style="list-style-type: none"> What makes NZ workplaces operate as they do? 	Labour market, productivity, regulation, deregulation, collectivised, individualised, good faith	Bryson & Ryan: Chapter 3 Lamm & Rasmussen Chapter 5	
Nov 25	High performance workplace systems <ul style="list-style-type: none"> How do HRM & IR improve workplace productivity? What impact does this have on workers? 	High involvement, high performance work systems, best practice	Bryson & Ryan: Chapter 4	Tutorial 2
Nov 26	Employee engagement & voice at work <ul style="list-style-type: none"> How can HRM & IR influence workplace relationships? 	Engagement, voice, participation, workplace democracy, partnership approaches, trade union representation <i>1st Assignment due Friday 28 Nov 14</i>	Bryson & Ryan: Chapter 6	
Dec 1	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? 	Industry training, skills, capability, human capital, occupations, workplace learning	Bryson & Ryan: Chapter 5	
Dec 2	Good work and a good workplaces <ul style="list-style-type: none"> What are they? How can HRM & IR create/ support them? 	Good work, employment relationship, manufacturing sector, service sector, public sector, high performance work systems	Bryson & Ryan: Chapter 7	Tutorial 3
Dec 3	Diversity at work <ul style="list-style-type: none"> How do workplaces adapt to diverse employee needs? What role does HRM & IR play? 	Diversity, equity, equality, EEO, good employer, inclusion	Bryson & Ryan: Chapter 8	
Dec 8	Green workplaces <ul style="list-style-type: none"> What is the role of HRM & IR in sustainability issues? 	Sustainable development, corporate social responsibility, triple bottom line reporting	Bryson & Ryan: Chapter 9	
Dec 9	The Business of HRM & IR <ul style="list-style-type: none"> How do HRM & IR influence both formally and informally? 	Influence, HRM strategy, business case, measurement, accountability, relationships, responsibility	Bryson & Ryan: Chapter 10	Tutorial 4
Dec 10	Ethics and HRM & IR <ul style="list-style-type: none"> What are ethical issues in the workplace? How can we think about, and resolve them? 	Ethics, deontology, teleology, interests, duty, rights, consequences, social contract, fairness	Bryson & Ryan: Chapter 11	
Dec 15	Organising HRM & IR <ul style="list-style-type: none"> 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 <i>2nd assignment due Wed 17 Dec 14</i>	Bryson & Ryan: Chapter 12 Revision questions	

ANNEX A



School of Management

HRIR 201

Individual Assignment Cover Sheet

Name: _____ Student ID: _____

Course Coordinator's Name: _____

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: _____

ANNEX B

TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI



VICTORIA UNIVERSITY OF WELLINGTON

School of Management

HRIR 201

Request for re-examination of assessed work

Assessment affected: <i>e.g. Assignment</i>		
Student ID: _____	Name <i>as it appears in your enrolment</i> _____	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: _____

For Office Use Only (To be completed by Course Coordinator)

Original Grade		New Grade		Date of Grade Change	
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Reason:

Signed: _____ Print Name: _____ Date: _____