



**College of Commerce  
Division of Economic and Financial Studies  
Business Department**

**HRM 107:  
Introduction to Human Resources**

***UNIT OUTLINE  
Semester 2, 2005***

Lecture: Tuesday, 8-11am, E6A 131, or  
Wednesday, 6-9pm. E6A 108

**Unit Convenor: Dr Angie Knox**

Prerequisites: Entry to BHRM

**Students in this unit should read the Unit Outline carefully at the beginning of the semester. It contains important information about the unit. If anything in it is unclear, please consult the Unit Convenor.**



## **ABOUT THIS UNIT**

HRM107 is a 3 credit point unit.

The aim of this subject is to provide you with an understanding of the key issues and contemporary developments in this discipline. The subject examines the role and changing nature of Government, employers (and their representatives) and employees (and their representatives) in the field of labour relations. Accordingly, this subject includes an analysis of the various aspects of employment relations that influence the management of workers, including: centralisation, decentralisation, and forms of collective bargaining and individual bargaining. The influence of trade unions is also examined and their impact on workplace performance is evaluated. Particular issues such as conflict and resistance, employment restructuring, flexible work organisation, work-life balance and women at work are also considered.

## **TEACHING STAFF**

Convenor: Dr Angie Knox  
Room: C5C-316  
Consultation:

aknox@efs.mq.edu.au  
Ph. 9850 6468  
Wednesday 4-6pm

## **CLASSES**

Lecture/Seminar Time: Tuesday 8-11 am in E6A131 OR  
Wednesday 6-9 pm E6A108

## **REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS**

### **Prescribed Text**

Deery, S., Plowman, D., Walsh, J. and Brown, M. (2001). Industrial Relations: a Contemporary Approach (2<sup>nd</sup> ed.). Sydney: McGraw Hill.

### **Prescribed Unit Materials**

Course Notes- Introduction to Human Resources Readings.

### **Journals**

The following journals contain many articles in the area of employment relations and may be useful to students:

Industrial Relations Journal  
British Journal of Industrial Relations  
International Journal of Human Resource Management  
Employee Relations  
Journal of Industrial Relations  
Human Resource Management Journal

### **UNIT WEB PAGE**

There is no web page for this unit.

## **LEARNING OUTCOMES**

The learning outcomes of this unit are:

- A detailed understanding of the major concepts in employment relations, including trade unionism, collectivism and individualism, human resource management and contemporary trends in employment and work organisation.
- Demonstration of an ability to analyse policy debates regarding employment and management of workers.
- an ability to understand the implications of changes in work organisation, employment structures and political regulation for the character of work.

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop students' generic skills in a range of areas. One of the aims of this unit is that students develop skills in the following:

- written and oral communication skills
- taking responsibility for your own learning
- critical analysis skills

## **TEACHING AND LEARNING STRATEGY**

This unit is taught using lectures and seminars (whole-of-class tutorial discussions). Students are expected to read in advance of lectures and participate in seminars.

## **LECTURE PROGRAM**

**Lecture 1** Introduction to Human Resources  
Date: Tuesday or Wednesday August 2 or 3

**Lecture 2** Australian Employment Relations in Transition  
Date: Tuesday or Wednesday August 9 or 10

**Lecture 3** Flexibility & the Changing Nature of Employment  
Date: Tuesday or Wednesday August 16 or 17  
*ESSAY TIPS*

**Lecture 4** Workplace Transformation  
Date: Tuesday or Wednesday August 23 or 24  
*RESEARCH PROJECT DUE*

**Lecture 5** Collectivism, Individualism, HRM and Non Unionism  
Date: Tuesday or Wednesday August 30 or 31

**Lecture 6** Trade Union Decline  
Date: Tuesday or Wednesday September 6 or 7

**Lecture 7** Trade Unions and Performance  
Date: Tuesday or Wednesday September 13 or 14  
*ESSAY DUE*

### **SEMESTER BREAK**

**Lecture 8** Conflict and Resistance  
Date: Tuesday or Wednesday October 4 or 5

**Lecture 9** Fairness and HRM  
Date: Tuesday or Wednesday October 11 or 12  
SPEAKER (Tuesday 11<sup>th</sup>)

**Lecture 10** Work-life Balance  
Date: Tuesday or Wednesday October 18 or 19

**Lecture 11** Women in the Workforce  
Date: Tuesday or Wednesday October 25 or 26

**Lecture 12** Strategic HRM  
Date: Tuesday or Wednesday November 1 or 2  
SPEAKER (Tuesday 1<sup>st</sup>)

**Lecture 13** Course Review  
Date: Tuesday or Wednesday November 8 or 9

## **RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES**

Knowledge and understanding of Introduction to Human Resources is assessed using a combination of written pieces of work. There are three assessment components: an essay, a research project and a final exam.

### **Essay (worth 30%)**

You are required to submit an essay on the following:

*Examine the theory related to employment flexibility and discuss whether research evidence supports the propositions made by these theories.*

Length: up to a maximum of 2000 words

Due Date: Wednesday 14 September

Marks: 30

If you have any queries or questions about the essay, please discuss them with me. Essays should be typewritten and formatted in accordance with the guidelines on p.7-8 in this handout. Unless there are extenuating circumstances, late submissions will be penalised by deduction of marks at the rate of 10 per cent per day.

### **A Research Project (worth 10%)**

You are required to read the article (in your collection of readings) by Isaac (1998) entitled: "Australian Labour Market Issues: An Historical Perspective". Using your research skills, find a related article in an academic journal. The second article can either present a similar or an opposing point of view to that presented by Isaac. *The purpose of this research project is for you to summarise the two articles, comparing and contrasting their respective arguments.* You are required to use correct Harvard citation and referencing technique (refer to p. 7-8 of this handout).

Length: up to a maximum of 500 words (approx. one page typed)

Due Date: Wednesday 24 August

Marks: 10

### **Final Examination (worth 60%)**

The final exam will be held in the formal examination period. The examination will be "closed book". Further details will be given later in the semester regarding format and content.

The University examination period in Second Half Year 2005 is from 16 November to 2 December.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks

before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations.

<http://www.timetables.mq.edu.au/exam>

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at <http://www.reg.mq.edu.au/Forms/APSCon.pdf>

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period.

You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, that is the final day of the official examination period.

## **PLAGIARISM**

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Undergraduate Studies* or on the web at:

<http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

## **UNIVERSITY POLICY ON GRADING**

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit.

The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark.

For an explanation of the policy see

<http://www.mq.edu.au/senate/MQUonly/Issues/Guidelines2003.doc> or

<http://www.mq.edu.au/senate/MQUonly/Issues/detailedguidelines.doc>.

## **STUDENT SUPPORT SERVICES**

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au>.



## ESSAY GUIDELINES

Failure to follow these instructions will result in the essay being returned to the student for rewriting in an acceptable format. Also, **plagiarism** will not be tolerated in any form, and will result in automatic failure.

### **Format of Essay**

1. Essays should be typewritten using double spacing.
2. Under no circumstances should an essay be typed on both sides of a single page.
3. A margin of around 30 millimetres should be provided on both the left and right sides of the page so that examiners' comments can be made.
4. Quotations of up to two lines should be enclosed in double inverted commas with the appropriate page number. Quotations greater than two lines should be indented and single spaced (inverted commas are unnecessary).
5. Avoid using sexist or other biased language, and use the third-person tense when writing.

### **Citing References**

6. Citations to references in the essay should be as follows:

Blyton and Turnbull (1992) argue that human resource management ...

or

Recent developments in human resource management (Blyton & Turnbull, 1992) ...

7. When there are **more than two** authors, the first citation should be

Deery, Iverson and Erwin (1994) argue that organisational commitment...

Subsequent citations should be: Deery et al. (1994) assert that organisational commitment ...

or

The importance of organisational commitment (Deery, Iverson & Erwin, 1994) ...

Subsequent citations should be: The effect of industrial relations climate ... (Deery et al., 1994)

8. When there are **two or more** citations within the same parentheses, the order is alphabetized, e.g.,

The recruitment and retention of employees is fundamental to organisations (Deery & Walsh, 1999; Gahan, 1992; Jones, 1990; Smith, 1989).

### Quotes

9. When quoting always provide page numbers, e.g.,

"It is assumed that both workers and management share a common objective" (Deery & Walsh, 1999, p. 5).

or

Deery and Walsh (1999) "assumed that both workers and management share a common objective" (p. 5).

### Secondary Sources

10. When you do not have access to the original material that has been cited in another's work, the citation is:

Hyman and Fryer (1975, cited in Deery & Walsh, 1999) argue that rather than there being symmetry in the distribution of power ...

In the References only the actual work read is included e.g., in the above example Deery and Walsh would be included and Hyman and Fryer (1975) would be excluded from the References.

### References

11. The reference list appears on a separate page at the end of the essay and includes all references cited in the essay. They are listed in alphabetical order, by the first author's surname, with the title, year of publication, title, and publishing information provided, e.g.,

- Abbott, J., De Cieri, H., & Iverson, R.D. (1998). Costing turnover: Implications of work/family conflict at management level. *Asia Pacific Journal of Human Resources*, 36 (1), 25-43.
- Deery, S.J., Iverson, R.D., & Erwin, P.J. (1994). Predicting organisational and union commitment: The effect of industrial relations climate. *British Journal of Industrial Relations*, 32 (4), 581-597.
- Guest, D.E. (1992). Employee commitment and control. In J. F. Hartley & G.M. Stephenson (Eds). *Employment relations* (pp. 111-135). Oxford: Blackwell.
- Young, W.R., McHugh, P.P., & Reed, C.S. (1992). A cross-national comparison of company and union commitment: A meta-analysis. *Proceedings of the 44th Annual Meeting, Industrial Relations Research Association*. WI: IRRA.

Note: Students can **underline** rather than **italicize** titles if an italicized font is not available.