



**COLLEGE OF COMMERCE
DIVISION OF ECONOMIC AND FINANCIAL STUDIES
DEPARTMENT OF BUSINESS**

**HRM 107
INTRODUCTION TO
HUMAN RESOURCES**

***UNIT OUTLINE
SEMESTER 1, 2007***

Lecture: Tuesday, 11.00am~2.00pm, W6B 336

Unit Convenor: Dr. Peter Murray

Lecturer: Melissa Kerr

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

- Lecturer: Melissa Kerr
- Room: E4A-633
- Telephone: 9850 6468
- Email: m.kerr@econ.usyd.edu.au
- Consultation: Wednesday 9.30~10.30am

CLASSES

Lecture/Seminar Time: Tuesday 11 am-2 pm in W6B 336

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

Prescribed Text

Bray, M., Deery, S., Walsh, J. and Waring, P. (2005). Industrial Relations: a Contemporary Approach (3rd 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

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 February 27

Lecture 2 Australian Employment Relations in Transition

Date: Tuesday March 6

Lecture 3 Flexibility & the Changing Nature of Employment

Date: Tuesday March 13

ESSAY TIPS

Lecture 4 Collectivism, Individualism, HRM and Non Unionism

Date: Tuesday March 20

ESSAY PLAN DUE

Lecture 5 Trade Union Decline

Date: Tuesday March 20

Lecture 6 Trade Unions and Performance

Date: Tuesday April 3

ESSAY DUE

SEMESTER BREAK

Lecture 7 Equity in the Workplace

Date: Tuesday April 24

Lecture 8 Conflict and Resistance

Date: Tuesday May 1

Lecture 9 Work-life Balance

Date: Tuesday May 8

Lecture 10 Women in the Workforce

Date: Tuesday May 15

Lecture 11 Contemporary Issues in Employment

Date: Tuesday May 22

Lecture 12 Strategic HRM

Date: Tuesday May 29

Lecture 13 Course Review

Date: Tuesday June 5

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 plan & critique, the essay, and a final exam.

Essay Plan (worth 10%) plus an Essay (worth 30%)

Essay Plan

Based on the essay question (see below), you should *write an essay plan* of approximately one page in length. This will provide a brief overview of the major points/issues that you intend to include in your full essay and assist you with the structure of your essay. You might like to use a series of sub-headings in your plan such as 'Introduction' (including the terms that you will define and a summary of the major argument to be developed throughout your essay), 'Body' (probably dividing this into several paragraphs, each of which encapsulates a different point or concept that will develop your argument more fully), 'Conclusion' (summarising your findings and the argument that you have put forward). In order to do this properly, you will need to have done a significant amount of research and reading around the essay question.

Length: approximately one page

Due Date: In class on Tuesday 20 March

Essay

You are required to submit an essay and a complete reference list (using correct format/style and punctuation) on the following:

Employment flexibility is theorised to produce great benefits for the firm. Examine the research evidence and discuss whether the workplace outcomes are wholly positive.

Length: up to a maximum of 2000 words

Due Date: Tuesday 3 April

Total Marks: 40 (includes all of the above: essay plan and the essay)

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.

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 First Half Year 2007 is from 13 June to 29 June.

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/issues.html>

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these services can 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.

HRM107: INTRODUCTION TO HUMAN RESOURCES: READINGS

Lecture 1 Introduction to Human Resources

Bray et al. 2005. *Industrial Relations: A Contemporary Approach*. Chapter 1.

Edwards, P. 1995. 'The Employment Relationship'. In, Edwards, P. (ed.), *Industrial Relations: Theory and Practice in Britain*. Oxford: Blackwell.

Lecture 2 Australian Employment Relations in Transition

Bray et al. 2005. *Industrial Relations: A Contemporary Approach*. Chapter 8 and 2.

Isaac, J. 1998. Australian Labour Market Issues: An Historical Perspective. *Journal of Industrial Relations*, 40(4), 690-715.

The Hospitality Industry- Accommodation, Hotels, Resorts and Gaming Award 1998.
(You do not have to read these in detail)

Crown Limited (Melbourne Casino Complex) Enterprise Agreement 1996.

Lecture 3 Flexibility & the Changing Nature of Employment

Bray et al. 2005. *Industrial Relations: A Contemporary Approach*. Chapter 3.

Kalleberg, A. 2001. Organising Flexibility: The Flexible Firm in a New Century. *British Journal of Industrial Relations*, 39(4), 479-504.

Lecture 4 Collectivism, Individualism, HRM and Non Unionism

Bray et al. 2005. *Industrial Relations: A Contemporary Approach*. Chapter 2 and 7.

Bray, J., Walsh, J. and Knox, A. 2001. The Non-Union Workplace in Australia: Bleak House or Human Resource Innovator? *International Journal of Human Resource Management*, 12(4), 669-683.

Wooden, M. 1999. Individual Agreement Making in Australian Workplaces: Incidence, Trends and Features. *Journal of Industrial Relations*, 41(3), 417-445.

Lecture 5 Trade Union Decline

Bray et al. 2005. *Industrial Relations: A Contemporary Approach*. Chapter 6.

Griffin, G. and Svensen, S. 1996. The Decline of Australian Union Density- A Survey of the Literature. *Journal of Industrial Relations*, 38(4), 505-547.

Lecture 6 Trade Unions and Performance

Bray et al. 2005. *Industrial Relations: A Contemporary Approach*. Chapter 6.

Deery, S., Erwin, P. and Iverson, R. 1999. Industrial Relations Climate, Attendance Behaviour and the Role of Trade Unions. *British Journal of Industrial Relations*, 37(4), 533-558.

Nolan, P. 1992. Trade Unions and Productivity: Issues, Evidence and Prospects. *Employee Relations*, 14(6), 3-19.

Lecture 7 Equity in the Workplace

DeBoer, E., Bakker, A., Syroit, J. and Schaufeli, B. 2002. Unfairness at Work as a Predictor of Absenteeism. *Journal of Organisational Behaviour*, 23, 181-197.

Williams, S. 1999. The Effects of Distributive and Procedural Justice on Performance. *Journal of Psychology*

Lecture 8 Conflict and Resistance

Bray et al. 2005. *Industrial Relations: A Contemporary Approach*. Chapter 9.

LaNuez, D. and Jermier, J. 1994. Sabotage by Managers and Technocrats: Neglected Patterns of Resistance at Work. In, Jermier, J., Knights, D. and Nord, W. (eds). *Resistance and Power in Organisations*. London: Routledge.

Taylor, S. 1998. Emotional Labour and the New Workplace. In, Thompson, P. and Warhurst, C. (eds). *Workplaces of the Future*. London: Macmillan.

Lecture 9 Work-life Balance

Felstead, A., Jewson, N., Phizacklea, A. and Walters, S. 2002. Opportunities to Work at Home in the Context of Work-life Balance. *Human Resource Management Journal*, 12(1), 54-76.

Kramar, R. Developing and Implementing Work and Family Policies: The Implications for Human Resource Policies. *Asia Pacific Journal of Human Resources*, 35(3), 1-18.

Lecture 10 Women in the Workforce

Hakim, C. 1995. Five Feminist Myths about Women's Employment. *British Journal of Sociology*, 46(3), 429-455.

Pocock, B. 1998. All Change, Still Gendered: The Australian Labour Market in the 1990s. *Journal of Industrial Relations*, 40(4), 580-604.

Lecture 11 Contemporary Issues in Employment

Bray et al. 2005. *Industrial Relations: A Contemporary Approach*. Chapter 10.

Lecture 12 Strategic HRM

Schuler, R., Jackson, S. and Storey, J. 2001. HRM and its link with Strategic Management. In, Storey, J. *Human Resource Management: A Critical Text*.

Purcell, J. 1995. Corporate Strategy and its link with Human Resource Management. In, Storey, J. *Human Resource Management: A Critical Text*.

Lecture 13 Course Review