MACQUARIE
UNIVERSITY ~ SYDNEY

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

HRM 327

INDUSTRY LEARNING PROJECT

UNIT OUTLINE
SEMESTER 2, 2007

Unit Convenor: Associate Professor Peter McGraw

**Lectures: Monday 2pm to 5pm W6B 345
                Tueday 4pm to 7pm E7B 164**

Pre requisites: Admission to BHRM and 49 cps

Students in this unit should read the course outline carefully at the beginning of semester. This outline contains important information about the unit. If anything is unclear please consult the academic in charge immediately.

HRM 327, Industry Learning Project

Unit Outline

Lecturer in Charge

Associate Professor Peter McGraw, Department of Business

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Consultation Hours: Mondays 12pm to 2pm

Unit Overview

This unit is aimed at teaching students to apply knowledge and skills gained during the HRM course to real organisations. The unit can be thought of as a capstone covering three major areas:

- A theoretical capstone – reviewing and refining perspectives on strategic HRM
- A practical capstone – teaching applied consulting skills and working to hone these skills on a project reviewing real issues in a real organisation
- A reflective, critical practice capstone – providing the intellectual tools for students to evaluate various approaches to problem solving in key areas of the HRM field, both theoretical and practical, and giving students the opportunity to determine their own perspectives

The major activity/assessment exercise during the course is a group based consulting project/review of a real HR issue in an organisation which some students will have access to via their work. Groups should consist of 3-4 students at least one of whom will have access to a real organisation for the purpose of the project.

Unit Structure

There is a combined lecture and tutorial each week. Class will meet from each Monday as per the topic schedule later in this document. Attendance at and participation in class is mandatory for all students. Students who miss classes will lose up to 5% of marks for the unit.

Assessment

Marks will be awarded as per the following grading system:

GRADE	High Distinction	Distinction	Credit	Pass	Conceded Pass	Fail
%	85 – 100	75 – 84	65 – 74	50 – 64	45 – 49	0 - 44

Marks will be deducted for late work at the rate of 10% of the possible mark per working day, exhausting all possibility of any mark in two (2) weeks.

Written assignments must follow a **formal academic style** with footnotes showing the source of all quotations and references. Any recognised system may be followed provided that it is consistent and comprehensive. The references listed for each topic on the reading guide should not be regarded as exhaustive. Students are expected to locate other references, as required, though their independent research. Students are encouraged in their assignments to demonstrate familiarity with the relevant literature and to indicate skill in the presentation of argument. Assignments should be clear, well presented and contain a conclusion which pulls together the themes of the paper.

Assessment Components

NOTE: Students must pass ALL components of the course to pass overall. This specifically includes the final exam.

Final exam 30%
Two hours with 10 minutes reading time. Further details to be announced during the course.

Class participation and informed comment 10%
Students will lose one mark for each class they do not attend and gain marks for demonstrating informed and well read comment on cases and readings

Individual Assignment 30 %
Students should write an evaluative overview of an HR issue that makes the newspapers during the course (Don't worry there will be plenty of issues and I will point a few out each week). The overview might be about an area from the course as it arises in a particular organisation eg performance pay, performance management, high involvement work practices, HR as a change agent etc or it may be about a recurring theme that is facing a number of organisations eg changes in workplace relations law, skill shortages and how they are dealt with or gender discrimination and pay.
At a minimum this assignment will require you read a quality newspaper on a regular basis. The best for this purpose are The Sydney Morning Herald, The Financial Review or the Australian. Feature articles from BRW, The Bulletin, BOSS Magazine and other periodicals might also be useful.
Your assignment should provide and overview of how the issue emerged, developed and (if applicable) was resolved and what the implications were for other organisations or people in the HR/business community. Reference should also be made to HR theory as it informs the issue – if in doubt about this, ask me in class and I will provide some guidance. The key point is that the assignment should illustrate something important about HR in the real world.
Finally student should prepare a short talk (No more than 5 minutes) giving an overview of their paper in which they communicate the key ideas to the rest of the class. These will be rostered for the classes starting October 8 till the end of term (A few in each class working in alphabetical order through the class list.

Length:	1000 words
Value:	30%
Due Date:	September 10 (in class)

Group based consulting project 30%

Groups of students will be required to prepare a report which either evaluates the HRM strategy/policies of an organisation known to members of the group and/or conducts a specific project which is agreed in consultation with the organisation. If the first option is taken then the project will be evaluated as set out below. If a specific project is undertaken then specific evaluation criteria will be established.

First option

Evaluate the HRM strategy of an organisation.

As a minimum the report should:

- identify the intended purpose of the strategy/policy and the HR techniques which follow from them.
- explain the strategic rationale for the strategy/policy
- explain the way that the strategy/policy is influenced by internal (organisational) and external (environmental) factors.
- examine the relationships between organisational strategy, structure and HRM strategy and structure.
- evaluate the extent to which the HRM strategy/policy and related techniques contribute to organisational effectiveness.

Either option

You are required:

- to relate the information to relevant academic literature.
- provide evidence to support your claims arguments and recommendations
- to equally contribute to the final report. (Note: This is a critical issue. You are required to use the peer assessment forms outlined in the following section to judge the contribution of other group members)

Time will be allocated in class for discussion of the key finding from the report.

Length:	4-5000 words
Value:	30%
Due Date:	29 October (in class)

Assessment Criteria For Each Group Member: Group Project
Rating Scale 0 (nil) – 10 (excellent)

	Name	Name	Name	Name	Name	Name
Content provided on time						
Content quality and quantity						
Development of argument/ideas						
Writing up and editing						
Effective participation in group meetings						
Other						

Late Submissions

Everyone is required to complete and submit the assessment work by the due date. If you know you will be unable to do this, please advise the lecturer. Extensions will only be granted with the support of adequate documentation, such as a medical certificate. Otherwise penalties will apply.

Assessment Criteria for written work

General Comments

Mark:_____

Specific Comments

	Excellent	Very Good	Good	Acceptable	Marginal	Fail
Relevance of content to topic						
Application of ideas						
Evidence of reading						
Evidence of research						
Development of discussion						
Coherence of argument						
Critical evaluation of subject						
Prose style: sentence structure, etc.						
Presentation, paragraphing, layout						
Footnotes, quality, quantity						
Bibliography						
Length (as set)						
Date submitted (as set)						

Textbook

There is no textbook for this course. Instead there is a book of readings and cases prepared by the lecturer. The readings are to provide information on key issues which will be explored in the lectures. The cases will be explored in class – groups will be allocated cases and asked to prepare a presentation/lead a discussion around the key issues. Further information on this is provided in the assessment section.

The readings and cases coursebook can be purchased from the Co-op Bookshop
Please bring the coursebook to all classes.

Electronic Journals (accessed via the Library)

Researching your essays, presentations and projects is an important component of your academic study. There are many journals available for you to access via Macquarie's electronic library services. Use the search function to search for articles on specific topics, eg. Performance Management. Alternatively select specific journals, eg. HRM Journal and work back through the index looking for articles related to your research topic. If you are in a particular industry you may also find journals not listed below which publish material related to managing people in that industry. The library databases have many industry specific journals, eg. Health Care, Hospitality Management etc.

Specific HR Journals

Asia Pacific Journal of Human Resources

Compensation and Benefits Management; Greenvale

Human Resource Management Journal; London

Human Resource Management Review; Greenwich

Human Resource Management; New York

People Management; London

Personnel Management; London

The Journal of Management Development; Bradford

Management Development Review; Bradford

Training and Management Development Methods; Bradford

General Management Journals (with some HR articles)

The Academy of Management Executive; Ada

Academy of Management Journal; Mississippi State

Academy of Management. The Academy of Management Review; Mississippi State

Asia Pacific Journal of Management; Singapore

Asia Pacific Journal of Quality Management; Hong Kong

Australian Journal of Management; Sydney

British Journal of Management; Chichester

Business Management; Greenwich

California Management Review; Berkeley

Consulting to Management; Burlingam

European Management Journal; London

International Management; London

Journal of General Management; Henley-on-Thames

The Journal of Management Studies; Oxford

Journal of Management; Greenwich

Journal of Organizational Behavior Management; New York

Journal of Organizational Change Management; Bradford

Singapore Management Review; Singapore

Sloan Management Review; Cambridge

Strategic Management Journal; Chichester

WebSites

http://www.xperthr.co.uk/researchviewpoint/rv.asp very useful research summary site

http://www.peoplemanagement.co.uk/ A general HR site maintained by the UK CIPD

http://www.zigonperf.com/resources/pmnews.html A site looking at performance management

http://www3.hr.com US based general site – needs membership login

http://www.workteams.unt.edu/ Interested in teams? Look here.

http://www.ilr.cornell.edu/irra/ One of the several sites maintained by Cornell.

http://www.workindex.com/ An excellent site to search for HR info. Many links.

http://www.nbs.ntu.ac.uk/staff/lyerj/list/HROMT.HTM   HR and organisational theory behaviour site with good links.

http://www.irhm.com/ This site has some good links in the "on the web" section.

http://www.teleport.com/~erwilson/links.html This is a fantastic site. Click on the HR links section and the world of HR on the net is yours. Whatever topics you are looking at in HR try here first if you want something off the Net.

http://www.mcb.co.uk/ A service of MCS Publishers, a large academic publisher

http://www.hr-global-village.org/   Web site for members of local HR Professional association. Basically, a community web site for HR Professionals worldwide. Great networking possibilities.

http://workforceonline.com/ An American HR site with a very useful research centre and a good example of internet based HR services and applications.

Also search the websites of well known consulting organisations such as Watson Wyatt, PWC, Deloitte, Hewitt Associates and recruitment companies such as Hudson.

Course Program

Week	Date w/c	Lecture/Reading (R)	Tutorial/Case Reading
1	30/7	Introduction. Organisation of unit. Formation of work Groups. Resources and requirements Introductory Lecture: Where from and where to for HRM	Discussion of HR Analysis Framework/ Student Companies
2	6/8	Lecture 2. Strategic HRM: Best Practice Approaches (R) Becker and Huselid: *Strategic HRM in Five Leading Firms*	South West Airlines Case Discussion: Best Companies in Australia
3	13/8	Lecture 3. Strategic HRM: Contingency and Configuration Approaches (R) Collins and Smith. *Knowledge Exchange and Comb -ination: The role of HR Practice In High Tech Firms*	Flight Centre Case Study

4	20/8	Lecture 4. The consumer's perspective. Who get HRM done to them and what is their experience of it? (R) *Experiencing HRM:* Mabey, Skinner and Clark pp 1-30	Case Study: Luxor
5	27/8	Lecture 5. HR as an internal consultant (R) Organisational Consulting: Weiss pp 3-43	Guest Lecture (tba)
6	3/9	Lecture 6. HR as a change agent (R) Mabey, Salaman and Storey. *HRM: A Strategic Intro -duction*, pp395-422	Case: Continental Whitecap
7	10/9	Lecture 7. HR as a change agent (cont) (R) Mabey, Salaman and Storey *HRM: A Strategic Intro -duction*, pp 425-450	Progress Reports On Group Assignmen
Recess Week	17/9		
AVCC Week	24/9		
8	**Labour Day**		
9	8/10	Lecture 8 Key issues in recruitment and selection (R) Ryan and Tippins. Attracting and selecting What the psychological research tells us	tba
10	15/10	Lecture 9 Key HR issues in training and development (R) Kraiger, McLinden and Casper. Collaborative Planning for training impact.	tba
11	21/10	Lecture 10 Key issues in managing performance (R)Roberts. Employee Performance Appraisal System Participation: A technique that works (R) Curtis, Harvey and Ravden. Sources of Political Distortions in Performance Appraisals	tba
12	29/10	Lecture 11 Key issues in managing pay (R) Kohn. Challenging Behaviourist Dogma, pp 1-8 (R) Knowledge@Wharton. Employee Incentive Systems: Why and when they are so hard to change	Case: Pay & Incentive In The Premiership (Dietz)
13	5/11	Presentations on Group Assignments. Course Summary an Conclusions.	
Exam Period	12/11		

Examinations

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/APSCons.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.

Support Services for Students

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

Classroom Etiquette

Students are expected to arrive on time, certainly before five minutes past the hour, and not to leave until the class ends. If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer/tutor.
Students are expected to be quiet during lectures unless, of course, class participation is required.
Mobiles should be turned off during classes; not simply set to "silent".