MACQUARIE UNIVERSITY

FACULTY OF BUSINESS AND ECONOMICS

HRM 327
Applied HRM

Semester 1, 2010

Department of Business

MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT OUTLINE

Year and Semester:	**Semester 2, 2010**
Unit convenor:	**Associate Professor Peter McGraw**
[Prerequisites / Co-requisites:]	**HRM250**
Credit points:	**Three credit points**

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

ABOUT THIS UNIT

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 four major areas:

- A theoretical capstone; reviewing and refining perspectives on strategic HRM
- A practical capstone; looking at real cases to see how organisations have attempted to implement strategic HR programs, looking at some applied consulting skills and working to hone these skills on a project reviewing real issues in a real organisation
- A theory-practice capstone; identifying the application of theory in case organisations – what has worked/not worked; how explicit theoretical perspectives are used to drive organisation programs; how broader theory identifies common patterns in organisation HR practice
- 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 and evaluate 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 4-5 students at least one of whom will have access to a real organisation for the purpose of the project

TEACHING STAFF

- Associate Professor Peter McGraw. Ph. 9850 9034
  Peter.McGraw@mq.edu.au

CONSULTATION TIMES

Wednesday 3-5 or 9-9.30. Other times by appointment.

CLASSES

Number and length of classes: One 2-hour lecture each week plus one 1-hour tutorial each week. Tutorials commence in Week 2. The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
Please do not change your tutorial class without the permission of the Unit Convenor.
Students must not miss more than 2 lectures and should attend all tutorials. A Doctor's certificate should be produced for all cases of non-attendance. Special permission must be obtained if you envisage missing any other compulsory classes. The class roll will be taken in all tutorials.

REQUIRED TEXTS AND MATERIALS

There is no textbook for this subject. Readings and cases for the course can be found on the Blackboard website and accessed either from there or online via the library website.

In addition to the required textbook for this unit, you should familiarise yourself with the relevant sections of the library. Journals recommended for HRM study include:
Academy of Management Journal
Asia Pacific Journal of Human Resources
Australian Journal of Management
California Management Review
Harvard Business Review
Human Resource Management Journal
International Journal of Employment Studies
International Journal of Human Resource Management
Personnel Journal
Personnel Management
Personnel Review

Key research databases for your study of human resource management include:

- Ebsco host: Academic Search Elite
- Business Source Premier

Psychology and behavioral sciences collection

Also search the websites of well known consulting organisations such as Watson Wyatt, PWC, Deloitte, DDI, Hewitt Associates etc.

UNIT WEB PAGE

The unit's logon web page address is https://learn.mq.edu.au/

To log on, you must first obtain a log on password from IT services or the library then click through to HRM 327. Please check this site each week for possible lecture slides. Also, all examination, results, and other notes will be posted on the site from time to time.

LEARNING OBJECTIVES AND OUTCOMES

After completing this unit, students will have the capability to:

1. Understand the importance of thinking strategically about HRM from at least 3 different theoretical perspectives
2. Identify key strategic areas of HR practice and their potential contribution to the success of the organisation
3. Understand the role of HR measurement and evaluation in strategic decision making.
4. Describe and explain key concepts relating to the organisaton's accountabilities in different areas of HR
5. Think critically about the usefulness of various HR practices and how they might improve the effectiveness of HR in organisations that they work for
6. Be an informed and critical consumer of HR products (eg Consultancy services)

RELATIONSHIP BETWEEN ASSESSMENT AND GRADUATE CAPABILITIES AND LEARNING OUTCOMES

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop students' generic skills in a range of areas. The four assessment items in this subject aim for students to develop their skills in the following Macquarie Graduate Capabilities:

- Discipline specific knowledge and skills
- Critical, analytical & integrative thinking
- Problem solving and research capability
- Effective communication

AHRI RESOURCES AND FREE STUDENT MEMBERSHIP

The Australian Human Resources Institute, AHRI, is the peak body for HR practitioners in Australia. AHRI student members have online access to AHRI publications and research and a media monitoring service – all of which have relevant statistics, trends, opinions and studies in different HR areas. With AHRI Student Membership, free for full time students, you receive access to:

- AHRI's HRcareers website with job postings, career advice and tools and work experience or vocational placements
- Online access to AHRI HR publications and research, such as AHRI's monthly industry magazine – hrmonthly, the Asia Pacific Journal of Human Resources and HRpulse survey reports, which are full of relevant statistics and trends in different HR areas

- The knowledge and experience of over 15,000 HR professionals through our online discussion forum – HRconnect. It also features a dedicated student area to put you in touch with other HR students
- AHRI's online document centre with a large database of presentations and articles
- Both free and low-cost HR networking events, to give you the chance to get your foot in the door and meet people working in the industry
- AHRI's monthly student newsletter to keep you up to date with developments in HR and what's happening at AHRI Student Membership also gives you 50% off your first year of full professional membership with AHRI

You may wish to join AHRI as a student member – go to www.ahri.com.au/studentmembership for more information and to apply online. Membership is free to full time HR or psychology students.

GRADUATE CAPABILITIES

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop the capabilities the University's graduates will need to develop to address the challenges, and to be effective, engaged participants in their world.

This unit contributes to this by developing the following graduate capabilities:
• Communication skills; through presentations to the class and written assignments
• Critical analysis skills; through the application of theory to case organisations and critically reviewing organisational practices
• Problem-solving skills; through researching how case organisations deal with real HR problems
• Creative thinking skills; through finding sources or information and presenting material in interesting and engaging ways

TEACHING AND LEARNING STRATEGY

Students are expected to read and research each topic in advance, participate in class and tutorial discussions and to maintain a strong interest in current issues and changes in HRM. Material on case organisations can be found regularly in newspapers such as the Sydney Morning Herald, The Australian and The Financial Review and magazines such as BRW.

LECTURE, TUTORIAL, READING AND ASSESSMENT SCHEDULE

*** Note: Any changes will be announced on the HRM327 Blackboard announcements page. Ensure you check Blackboard regularly – at least once per week.

Week (Monday date), **Lecture Topic**	**Tutorial activities**	**Activities and Cases for Lecture Applications**
Week 1: 4 August Introduction to the unit: Resources and requirements, formation of groups. Lecture: Where from and where to for HRM?	No tutorial	SWA Case (Pfeffer and O'Reilly). Best practice reading. (Lecturer)
Week 2: 11 August Applied Strategic HRM 1: The Best Practice View	Case: South West Airlines, Discussion Best Companies in Australia	Flight Centre Case (Dunford and Palmer) article (Lecturer)
Week 3: 18 August Applies Strategic HRM 2: The Resource Based View	Cases: HRM and Strategy at NAB and Woodside	Focus: Structure, organisation and accountability Groups 1 and 2
Week 4: 25 August Applied Strategic HRM 3: Institutional Theory, Convergence and Divergence	Cases: HRM and Strategy at AMP and Woodside	Focus: Ideas, inspiration, strategic fit Groups 3 and 4
Week 5: 1 September HRM as Change agents 1	Cases: Change at ANZ and Woolworths	Focus: Coping with implementation issues Groups 5 and 6
Week 6: 8 September HRM as Change agents 2	Cases: Change at BHP and Wesfarmers	Focus: Radical change upheaval, environmental turbulence and opportunity. Groups 7 and 8
Week 7: 15 September Employee Development	Cases: HRD/ Employee Development at QBE and CSL	Focus: The drivers aims and strategic contribution of HRD. Groups 9 and 10
No Classes: WC 20 and 27 Sept		
Week 8: 6 October Performance, Rewards and Recognition 1	Cases: Performance Management at Commonwealth Bank and Telstra	Principles of performance management. Systems, distributions, goals and pitfalls. Groups 11 and 12
Week 9: 13 October Performance, Rewards and Recognition 2	Pay for performance is money the best motivator: Cases: Macquarie Bank and Westfield	Money the root of all evil or the only game in town? Groups 13 and 14
Week 10: 20 October Equity and Equality at Work	Gender equality in the workplace. Cases: Westpac and Origin Energy	Who gets what and why?. Pay, Power and Position. Groups 15 and 16
Week 11: 27 October Occupatonal Health and Safety	Cases: OHS at Brambles and Newcrest mining	Accident prevention and general health and safety. Groups 17 and 18
Week 12: 3 November HRM Where to from Here?	HR Challenges at Rio Tinto and Suncorp	HR Challenges and Program Development at Rio Tinto and Suncorp. Groups 19 and 20
Week 13: 10 November Course review and conclusion Exam briefing	Revision and Q and A. Exam	

Week Lecture Topic	Readings
Week 1: 24 Feb	O'Reilly,C;Pfeiffer, J (2000) Chapter 2 Southwest Airlines. *Hidden Value. p 21 - 47 HBS Boston* Johnson, G., Scholes, K. And Whittington (2005) *Exploring Corporate Strategy,* Prentice Hall. Chapter 3 pages115-162.
Week 2: 3 March	Dunford, R; Palmer, I (2002) Managing for High Performance? People Management Practices in Flight centre *The Journal of Industrial relations Vol. 44, (3) p 376 – 396* Wright, P; Dunford, D; Snell,D. (2001*) Human* Resources and the Resource Based View of the Firm*. Journal of Management. Vol 27 p. 701–721.* Barney, J. B., &Wright, P. M. (1998). On becoming a strategic partner: The role of human resources in gaining competitive advantage. Human Resource Management, 37(1), 31−46.
Week 3: 10 March	Lengnick-Hall, M.A, Lengnick-Hall, C.A., Andrade, S. And Drake, B. (2009) Strategic human resource management: The evolution of the field, *Human Resource Management Review* 19 (2009) 64–85
Week 4: 17 March	Paauwe, P;Boselie,P. (2003) Challenging 'Strategic HRM' and the Relevance of the Institutional Setting*. Human Resource management Journal. Vol. 13(3) p 56-70.*
Week 5: 24 March	Arranta, P; Despierre, A; Kumra, G. (2007) Building an Effective Change Agent Team. *McKinsey Quarterly Vol 4. P 1-4* Cascio, W. F; Wynn, P. (2004) Managing a Downsizing Process**.** *Human Resource Management, Vol 43, (4) p. 425–436*
Week 6: 31 March	Ulrich, D; Brockbank, W; Johnson, D; Younger, D. (2007) Human Resource Competencies: Responding to Increased Expectations*. Employment Relations Today.(Fall) p 1-12*
Week 7: 21 April	Employee Development Clardy, A. (2008) The Strategic Role of Human Resource Development in Managing Core Competencies. *Human Resource Development International. Vol. 11 (2), p183–197* Smith, A; Smith, E; (2007) The Role of Training in the Development of Human Resource Management in Australian Organisations*. Human Resource Development International. Vol. 10 (3) p 263 – 279*
Week 8: 28 April	Performance, Rewards and Recognition 1 Shields, J (2007)*, Strategic reward management. Chapter 10, Managing Employee Performance and Reward: Concepts, Practices, Strategies. Melbourne: Cambridge University Press. p 382-436* Milkovich, G.T and Stevens, J. (1999), Back to the Future: A Century of Compensation CAHRS Working Paper Series,Cornell University ILR School Year 1999 http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1106&context=cahrswp
Week 9: 5 May	Performance, Rewards and Recognition 2 Campbell,D; Campbell, K.M; Ho-Beng,C. (1998) Merit Pay, Performance Appraisal, and Individual Motivation: An Analysis and Alternative*. Human Resource Management, Vol. 37, (2), p. 131–146*

Week 10: 12 May	French, E; Strachan, G (2007) Equal Opportunity Outcomes in the Finance Industry in Australia. *Asia Pacific Journal of Human Resources. Vol 45 (3) p 314-332* McGraw, P; Mackisack, M (2009) Pay, Power and Position: Beyond the 2008 *EOWA Australian census of Women in Leadership. p 1-26.* www.eowa.gov.au
Week 11: 19 May	Workplace Health and Safety Hopkins, A. (2005) Safety Culture,Collective Mindfullness and Risk-awareness. Safety, Culture and Risk. Chapter 1. CCH Australia. Sydney. p 3 - 22 Quinlan, M (2008) Beaconsfield Gold Mine Collapse. Annexure BD Executive Summary. p20 – 41 http://www.magistratescourt.tas.gov.au/__data/assets/pdf_file/0004/120946/alx.016.002.0011.pdf
Week 12: 26 May	Ulrich, D; Brockbank, W. (2009) The Role of Strategy Architect in the Strategic HR Organisation. *People and Strategy, Vol. 32 (1) p 24 – 31*
Week 13: 2 June:	Course Review
Exam period:	

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

- The assigned assessment tasks will assist students to embed their learning as they investigate and assess the application of HR theory and practice. They will also be required to reflect on and discuss the information provided by guest speakers.
- Attendance: There is no substitute for class attendance. Students who miss classes will lose up to 5% of marks for the unit.
- Students are to submit their assignments in HARD COPY as per above schedule.

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

STUDENT WORKLOAD

According to Academic Senate Guidelines, student workload should be three hours per credit point per week, including the two week semester break. This means a three credit point unit should have a student work load of 135 hours. Students vary enormously in their study patterns but as a guide, this unit's intended approximate workload is:

Activity	Duration	Number per semester	Semester Total
Lectures	2 hours	13	26
Tutorials	1 hour	11	11
Readings and tutorial preparation	4 hours	12	48
Early semester exam revision	8 hours	1	8
Group presentation preparation	10 hours	1	10
Individual assignment	15 hours	1	15
Final exam revision	15 hours	1	15
TOTAL HOURS			**133**

DETAILS OF ASSESSMENT TASKS

Assessment #1: Early semester test, worth: 20%, week 6
To gain an early assessment of your understanding of the subject materials, a one hour mid semester test will be held during the tutorial times in Week 6. There will not be a supplementary test – any student who misses this test will need to provide a medical certificate or other documentation. The test will consist of two short answer questions on the course content for weeks 1-6. Marks and feedback will be given to students in class, two weeks after the exam.

Assessment #2: Group assessment 40% - Case Company review (30%) and Presentation (10%)

Aim: Each student group will be allocated a case company to research intensively during the course.
The case companies are the ASX Top 20 Companies as shown in Appendix 1. Company allocation will occur during week 1 lecture. Each group will become a company expert and do a number of activities on this company during the course based around the material in the curriculum. The group will develop a major report on the HR profile, practices, policies, responsibilities, strategic contribution and challenges. A section of this report will be written by the group each week (directions provided in tutorials) following the course topics. In researching this report students should draw on the company annual report as well as other reports (eg sustainability, CSR or OHS or other relevant reports). In addition newspaper and other press articles and any other independent reports can be used to build the company profile/dossier. We will also discuss in class the possibility of approaching the company directly although this should not be done before discussion with the LIC. Students' research, communication, analytical, integrative and critical thinking skills will be developed by these analytical exercises, presentations and reports. Further briefing on this activity and specific assignments will be given as the course progresses.

As a minimum the report should:

- identify the intended purpose of the strategy/policy and the HR techniques which follow from them.

- explain the rationale for the strategy/policy
- explain the way that the strategy/policy is influenced by internal (organisational) and external (environmental) factors.
- evaluate the extent to which the HRM strategy/policy and related techniques contribute to organisational performance
- connect to the ideas in the course via the academic literature

Hand in Report(30%): The maximum report length is 6000 words, excluding references. Include the word count at the end of report.

Due date: The report is to be handed in on November 3. Submissions will have 2% deducted per day late, including weekend days. ***Late assignments*** should be submitted to BESS in building E4B to be date stamped and forwarded to your tutor for marking. Note, electronic assignments will NOT be marked.

Presentation Component (10%): As well as the report the group is required to present and overview of a particular issue (see case schedule) to share their findings with the rest of the class. This should take the form of a ten minute powerpoint presentation and talk to be followed by a short Q and A. A summary of the ppt slides should be handed to the lecturer at the end of the talk.

Assessment #3: Final exam (40%)
A two hour exam will be held during the university exam period.
Students will be required to answer three short essay questions from a choice of five. As a guide, responses are expected to be a minimum of 2 pages in length. Note:

- Essay questions may come from the whole of the unit but there will be more weighting for topics covered after week 6.
- A selection of sample essay questions will be given to students in Week 11.

HRM327 Assessment #2: Group Report - Marking and feedback sheet

Student Names: _____ ID:_____

_____

Topic: _____

Assessment criteria	Very poor	Poor	Satisfactory	Good	Very good
1. Quality of the organisational research i.e., relevance of your content and sources as they relate to the topic					
2. Quantity of the academic research - was there evidence of a review of appropriate literature?					
3. How clearly the review identified the major themes and issues in the organisation and linked them to the academic literature					
4. The report's analysis of the organisation and literature					
5. The overall structure and logical development of the report					
6. Citations and referencing					
7. Writing clarity and grammar					
8. Presentation					
9. Tertiary standard: Does the review reach a high standard of research, analysis and writing?					
Overall, the review is worth					

Comments

Mark	Grade	
		Signed: _____ Date: _____

•

Exam attendance: The university exam period in the second half of 2010 is from 15 November – 3 December. You are expected to present yourself at the time and place designated in the exam timetable (http://www.timetables.mq.edu.au/exam. The DRAFT exam timetable will be available approximately eight weeks before the start of exams and the final timetable around four weeks before exams start. IT IS NOT POSSIBLE FOR THE LECTURER TO MOVE THE EXAM TIME. PLEASE DO NOT ASK.

Request for early exams: It is Macquarie University policy not to set early exams for individuals or groups of students. Students are to be available until the end of the teaching semester, i.e., the final day of the official exam 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.

ACADEMIC HONESTY

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at
http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

GRADES

Please refer to relevant Bachelor Degree rule in the Handbook of Undergraduate Studies.

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandeconomics.mq.edu.au/for/new_and_current_students/undergraduate/admin_central/grade_appeals

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: http://www.mq.edu.au/policy/docs/special_consideration/procedure.html

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorised coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when utilising University IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted;
- Material that is not related to coursework for approved unit is deemed inappropriate.

Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings. Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

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

Peer Evaluation Form: HRM327 Ass #2: Group presentation and report

PRIVATE AND CONFIDENTIAL

Group name/topic: _____

Group time, date: _____

Your name: _____

This form is for you to evaluate the contributions made by each of your group members to the overall performance and success of your group's assignment. In making your assessment, you might take into account factors such as:

a. Effort
b. Quantity of contribution
c. Quality of contribution
d. Meeting of deadlines
e. Degree of cooperation with other group members.

Directions:

1. In the space below, write the names of all group members (including yourself). You should omit anyone who was part of your group initially but dropped out of the course during the semester.
2. Allocate a total of 100 points to each group member (including yourself) so that the points awarded indicate your judgment of the overall value of each member's relative contribution.
3. Submit the form individually and directly to the tutor on the day of your presentation.

For example, if you have five group members (and in your judgment) all members made equal contributions, each group member (including yourself) would be allocated 100 points. If you award someone 50 points and someone 100 points, this would indicate that you valued the latter person's contributions two times more than the first person's contribution.

Group member names	Points
• Yourself	/100
•	/100
•	/100
•	/100
•	/100

Information in this form will be kept confidential by your tutor.

HRM – Assessment 2 : Presentation Marking Sheet (value – 10%) **Name:**

General Comments:

Assessment 2: Group Presentation

Presenters Names:_____

_____

Groups will have 10 mins to present (plus up to 5 mins for questions) and will be graded on the following basis:

Assessment Criteria	**0**	**0.5**	**0.75**	**1.0**
1. Content-relevance & comprehensiveness				
2. Analysis-originality & pertinence				
3. Evidence of research				
4. Understanding of the topic being presented				
5. Structure of ideas				
6. Quality of Presentation – introduction of topic, speaking skills, well-rehearsed, creative presentation and good eye contact.				
7. Ability to capture and hold audience interest.				
8. Involvement of class Handling of questions				
9. Keeping to set time limit.				
10. Quality of handout (1 page only)				

Comments:_____Total: /10

_____

_____

_____

_____

The ASX Top 20 are the largest 20 Australian Stock Exchange listed companies by market capitalisation. Select a company below for the latest business news and commentary, the latest ASX company announcements and for ASX company stock charts.