



GRADUATE ACCOUNTING AND COMMERCE CENTRE

DIVISION OF ECONOMIC AND FINANCIAL STUDIES

BUS850

MANAGEMENT OF PEOPLE AT WORK

UNIT OUTLINE

First Semester, 2007

“MANAGEMENT OF PEOPLE AT WORK” (BUS850)

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Introduction

Welcome, and thank you for joining our seminar group this semester. I look forward to your participation and contribution to our sessions during the coming weeks.

Your unit lecturer this semester is Mr. Noel Ford (M.L.L.R., B.Bus). My contact details are as follows:

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Classes during First Semester will be held on Monday evenings between 6.00 pm – 9.00 pm commencing Monday 26 February 2007.

I am happy to speak to students about the course at any time. Given that I am an Adjunct Lecturer, and therefore not on campus full-time, it is best to contact me by phone or e-mail to either raise your questions directly or to arrange an appointment (normally before class). I want to give each student every reasonable opportunity of successfully completing this course whilst benefiting from an exposure to the theoretical and practical aspects of contemporary employee/workplace management (hopefully, you will also enjoy the subject!).

Scope

This unit will analyse many of the processes and practices required to effectively conduct a range of people management responsibilities. Human Resource and Employee/Workplace Relations Management are functions receiving significant attention due to increasing statutory compliance and the ongoing competition for the recruitment and retention of “talent”. Many of the traditional H.R. activities have been devolved to those managers and executives responsible for the day-to-day management of their staff, requiring the development of a more enhanced skill set as “generalist” managers. This unit will assist in preparing current and future managers and executives to be more effective within such an environment.

Materials

(i) Prescribed Text

It is strongly recommended that the following text be obtained. It is quite a good Australian-authored text with an international orientation upon which the core component of the course structure is based.

Stone, R.J. (2006) Managing Human Resources (1st Edition) Wiley
Brisbane

Another advantage of the Stone text is that the publishers have established a website for students (www.johnwiley.com.au/highered/hrm5e). On this website you will find practice tests, online exercises and online references.

(ii) Reference Books

The following texts will be useful for research purposes, supplementary reading, assignments and general interest. The range of contemporary texts now on the market is fairly substantial. Suggestions include:

- (1) C.C.H. (2006) Australian Master Human Resources Guide 4th Edition
- (2) Cascio, W.F. (2003) Managing Human Resources (6th Edition) McGraw Hill Sydney
- (3) De Cieri, H.; Kramer, R., et al (2005) Human Resource Management in Australia (2nd Edition) McGraw-Hill Sydney
- (4) Dessler, G., Griffiths, J, & Lloyd-Walker, B. (2004) Human Resource Management (2nd Edition) Pearson Sydney
- (5) Gardner, M & Palmer, G. (1998) Employment Relations (2nd Edition) MacMillan Melbourne
- (6) Holland, P. & De Cieri, H. (2006) Contemporary Issues in Human Resource Development: an Australian perspective Pearson Sydney
- (7) Nankervis, A.R., Compton, R.L. & Baird, M. (2005) Human Resource Management: Strategies and processes (5th Edition) Nelson Melbourne
- (8) Salaman, G., Storey, J. & Billsbery, J. (2005) Strategic Human Resource Management Sage London

(iii) Journals, Articles, etc

CCH Australia, Butterworths, et al produce very good loose-leaf subscription services available in the Reference Section of the library. It is worthwhile examining these comprehensive ranges of publications. Other journals include:

Asia Pacific Journal of Human Resources (Aust)
Journal of Industrial Relations (Aust)

Australian Journal of Labour Law (Aust)
Journal of Compensation and Benefits (USA)
Harvard Business Review (USA) (www.hbsp.harvard.edu)
H.R. Magazine (USA)
Human Resource Management (USA)
Management (Aust)
Mt.Eliza Business Review (Aust) (www.mteliza.com.au)
Organisations & People (UK)
People Management (UK) (www.peoplemanagement.co.uk)
Business Review Weekly (Aust) (www.brw.com.au)
Australian Financial Review (Aust) (www.afr.com.au)
Workforce (USA) (www.workforce.com)

(iv) Distributed Materials

From time to time I shall distribute various materials in class such as newspaper articles, case studies, etc. It is the responsibility of each student to make sure that they obtain any materials distributed in class when not present.

Assessment Regime

Assessment will be as follows:

- (1) **Tutorial Presentation and Paper** – 15 minute in-class presentation (students to work in pairs) together with a joint 1000 word paper to be distributed to the class – 10% of the final grade. Student pairs and presentation topics & dates to be determined in class.
- (2) **Research Paper** on a contemporary issue – 2000 words – 20% of the final grade. Due for submission in E.R.I.C. at 6.00 pm on Monday 2 April 2007.
- (3) **Major Assignment** – 3000 words – 40% of the final grade. Due for submission in E.R.I.C. at 6.00 pm on Monday 14 May 2007.
- (4) **Examination** (closed book) – 2 hours plus 10 minutes reading time – 30% of the final grade. Exam to be held during class time on Monday 4 June 2007 (6.00 pm – 8.10 pm). The examination questions will consist of two parts (Part A & Part B). Part A is of the short answer type, whilst Part B is a case study. Please note that the examination questions will not be able to be answered satisfactorily by merely reciting unit materials. The examination questions are designed to elicit analysis and thought of your understanding of the topics within the unit programme requiring evaluation, judgement, analysis, assessment and the like. Please note that dictionaries are not permitted into the examination unless prior written permission is obtained from the Faculty.

The word length for the Tutorial Paper, Research Paper and the Major Assignment must be within the stipulated length (not including footnotes and bibliography, which must nevertheless be supplied). Papers that depart significantly from the designated length will be penalised.

Plagiarism Policy: Students should be aware that heavy penalties will be applied when plagiarism has been found to occur. Macquarie University's policy on plagiarism appears at: <http://www.student.mq.edu.au/plagiarism/>.

Extensions Policy: The Research Paper and Major Assignment topics are being distributed in the first class so that ample time is being allowed for each task. Extensions of time will not be granted, save in exceptional, documented emergencies, e.g., significant illness or injury close to the due date. We all have demanding commitments, therefore **workplace demands will not secure an extension.**

Please also note that a satisfactory pass in the course will only be possible by regular attendance (as per Faculty determination) and by successfully attempting and completing all assessable components within the course.

Research Paper Topics

Answer one of the following:

- 1) How can an organisation provide employees with opportunities to build their own skills and enhance their marketability without compromising the business goals of the organisation? Discuss.
 - 2) "Some experts argue that raises, promotions, bonuses and other 'extrinsic' rewards only encourage people to wait for the next payoff ... 'intrinsic' behaviours provide a much more powerful motivation for demonstrating the enduring behaviours and attitudes required by an organization, such as learning, creativity and collaboration." Discuss.
 - 3) Describe the methods and techniques through which employees can actively participate in the rational, political and cultural aspects of management.
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Major Assignment

You are the Director of Corporate Services for a mid-sized professional services organisation. Your organisation provides business research, consultancy services, professional education and business enhancement services to numerous clients in various industries both nationally and internationally. Your organisation employs approximately 2400 staff, the majority of whom are aged over 40, most with a postgraduate education, and with an average employment tenure of 10.3 years.

You have been commissioned by the Board of Directors to present a staffing strategy for the organization for the next 10 years. Initial research indicates that the organization could face severe recruitment and retention problems within the next ten years due to the internal and societal factors concerning an ageing workforce.

Your task is to present a workforce strategic plan to the Board of Directors for their approval aimed at addressing the potential staffing problems, with specific attention to:

- Workforce planning
- Recruitment and retention strategies
- Remuneration management
- Learning and development
- Performance management

The budget for the project is \$2,000,000. The paper is to be presented as a strategic plan to the Board of Directors for their approval. A project management approach to the design of the paper is therefore required, inclusive of cost-benefit analyses, recommendations, implementation timetable and transition management considerations.

Short List of Seminar Topics

Topic 1 – Workforce Management – the Link to Organisational Effectiveness.

- Introductions, course administration, course overview
- Workforce Management vs Human Resource Management
- Development of H.R. as a business activity
- The devolution and decentralization of H.R. and E.R.
- Contemporary issues in Workforce Management

Reading: Stone, Chapter 1

Topic 2 – Workforce Planning

- Approaches to Workforce Planning
- Principles of job analysis
- Principles of job design

Reading: Stone, Chapters 2 & 5

Topic 3 – Staffing the Business Unit

- Principles of recruitment and retention
- Organisational considerations
- Principles of employment interviewing
- Interviewing techniques
- Retention techniques

Reading: Stone, Chapters 6 & 7

Topic 4 – Remuneration and Reward Strategies

- Relating pay to performance
- Incentive compensation
- Employee benefits
- Recognition programs

Reading: Stone, Chapter 11

Topic 5 – Workforce Learning & Development

- Principles of staff development
- Career Development vs Organisational Development
- Establishing the return on investment
- Competency Based Training

Reading: Stone, Chapters 9 & 10

Topic 6 – Managing and Improving Performance

- Principles of performance management
- Performance evaluation and planning techniques
- Performance management systems

Reading: Stone, Chapter 8

Topic 7 – Counselling and Dispute Resolution

- Management of the employment relationship
- Employee motivation and job satisfaction
- Counselling and corrective action
- Consensus and conciliation
- The “right” to take corrective action, policies and procedures
- Grievance handling
- Workplace negotiation
- Principles of dispute resolution and industrial negotiation
- Employee representation – the role of the union
- Termination of employment issues

Reading: To be distributed

Topic 8 – Establishing Workforce Management Cost Effectiveness

- The link between workforce management and organisational strategy
- Workforce management audit
- Measurement issues
- Cost-benefit analysis
- Workforce management and the “bottom line”

Reading: Stone, Chapter 16

Topic 9 – Leadership in Workforce Management

- Leadership or Management?
- Personality traits of leaders
- Variables affecting leadership effectiveness

Reading: To be distributed

Topic 10 – Managing Workforce Issues Ethically

- “Best Practice” case studies in H.R.
- Benchmarking and Quality Management in H.R.
- Ethical considerations
- Course Review

Reading: To be distributed