MACQUARIE UNIVERSITY

FACULTY OF BUSINESS AND ECONOMICS

BUS 850

MANAGEMENT OF PEOPLE AT WORK

Semester 1, 2012

Department of Marketing and Management

MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT GUIDE

Year and Semester:	**Semester 1, 2012**
Unit convenor:	**Associate Professor Peter McGraw**
Prerequisites / Co-requisites:	**Bus 651 or equivalent**
Credit points:	**4 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 knowledge and skills concerning the strategic management of people at work. Much of the content will be immediately applicable to real organisations. The unit covers four major areas:

- Theory; developing, reviewing and appraising perspectives on strategic HRM
- Practice; looking at real cases to see how organisations have attempted to implement strategic HR programs.
- Theory-practice linkages; 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
- Critical and reflective; developing the intellectual perspective and tools for students to evaluate various approaches to problem solving in key areas of the HRM field, and determining their own perspectives

TEACHING STAFF

- Associate Professor Peter McGraw. Ph. 9850 9034
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CONTACTING STAFF/CONSULTATION TIMES

Email is preferred. Consultations available Monday 4-6. Tuesday by appointment. Other times by appointment/special arrangement only.

CLASSES

A 3-hour lecture and tutorial combined each week. The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/. The classes for semester 1 are Monday 6-9 (C5A, 232).

Students must not miss more than 2 classes. 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 each week.

REQUIRED TEXTS AND MATERIALS

The textbook for this subject (available from Co-Op Bookshop) is:

Human Resource Management in Australia: Strategy, People, Performance (4th Edition). Kramar, R, Bartram, T. & De Cieri, H. et al. McGraw-Hill, 2011.

Readings and cases for the course can be either found on the Blackboard website and/or accessed online via the library website (BUS 850 online readings).

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
Harvard Business Review
Human Resource Management Journal
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

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

TECHNOLOGY/ UNIT WEB PAGE

Students must be familiar with Microsoft Office software or equivalent.
The unit's logon web page address is https://ilearn.mq.edu.au/
To log on, you must first obtain a log on password from IT services or the library then click through to BUS 850. Please check this site each week for possible lecture slides. Other announcements and material will be posted on the site during the course.

LEARNING OBJECTIVES, OUTCOMES, AND GRADUATE CAPABILITIES

After completing this unit, students will have the capability to:
1. Understand the importance of thinking strategically about appropriate systems and methods for managing people effectively at work
2. Identify key strategic areas of HR practice and their potential contribution to the success of the organisation

3. Understand the role and consequences of using alternative techniques and practices in these key areas
4. Be familiar with an organisation'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)

On completion of this unit students will be able to evaluate the utility of contemporary theoretical perspectives on strategic human resource management and apply this knowledge to real organisations. As part of the unit students will be required to assess contemporary HR practice in real case organisation to understand how they have implemented various strategic HR programs.

The learning outcomes require students to identify theory-practice linkages; assess the application of theory to differing case organisational circumstances and practices; analyse and quantify organisational outcomes using different measurement techniques; critically reflect on their own people management skills; develop their own intellectual perspective to the course material; and become familiar with key tools and alternative approaches to problem solving in the main sub-areas of the HRM field.

TEACHING AND LEARNING STRATEGY AND ACTIVITIES

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 Australian Financial Review and magazines such as BRW.

Week (Monday date), **Lecture Topic**	**Essential Readings**	**Activities and Cases for Lecture Applications**
Week 1: 27 February Lecture: Conceptual foundations; where from and where is HRM now?	Text Chap 1.	Introduction to the unit: Resources and requirements. Formation of groups.
Week 2: 5 March Applied Strategic HRM 1: The Best Practice View	Text Chap 2 and SWA case reading (Pfeffer and O'Reilly).	Best practice reading. Case: South West Airlines. (Lecturer to lead discussion) Discussion Best Companies in Australia
Week 3:12 March Applies Strategic HRM 2: The Resource Based View	Text Chap 2 and case reading (Dunford and Palmer)	Flight Centre Case. (Lecturer to lead discussion).

Week 4: 19 March Legal and external environmental shapers of HRM	Text Chaps 3, 4 and 5	IR Case Discussion on employee discipline and dismissal. Mini case discussions led by LIC Case Presentation Group 1 OHS AT BHP AND A COMPARABLE ORGANISATION:
Week 5: 26 March Applied Strategic HRM 3: Institutional Theory, Convergence and Divergence	Text Chap 2 and reading on Institutional theory (Paauwe and Boselie)	Focus: Structure, organisation and accountability CLASS TEST: 90 MINUTES
Week 6: 2 April Job analysis and design	Text Chap 6	Case Presentation Group 2 JOB DESIGN AND GENERATION Y ATTRACTING AND RETAINING TALENT AT TOP ACCOUNTING/CONSULTING FIRMS (Free choice of 2 companies) Class exercise:
No Classes: WC 9 and 16 April.		
Week 7: 23 April Recruitment and Selection	Text Chap 8	Focus: Radical change upheaval, environmental turbulence and opportunity. Case Presentation Group 3 RECRUITMENT AND SELECTION AT ASPEN PHARMACEUTICALS AND ASTRA ZENECA Class exercise: Colour Blind
Week 8: 30 April Employee Development	Text Chapter 11	Learning and Development
Week 9: 7 May Career Management	Text Chap 12	Case Presentation Group 4 EMPLOYEE DEVELOPMENT AT DELOITTE AND A COMPARABLE ORGANISATION The ‘George’ Case (Lecturer)
Week 10: 14 May Performance Management	Text. Chap 10	Principles of performance management. Systems, distributions, goals and pitfalls Case Presentation Group 5 PERFORMANCE MANAGEMENT IN THE BANKING INDUSTRY (Free choice of two banks) Class exercise: Whitecap Case

Week 11: 21 May Managing Compensation. Money the root of all evil or the only game in town?	Text Chaps 13 and 14	Case Presentation Group 6 EMPLOYEE INCENTIVE SYSTEMS IN INVESTMENT BANKING AND MINING (Free choice of one company from each sector). Class exercise: Black- White game
Week 12: 28 May HRM Current challenges (equity) and where to from here	Text Chaps 15 and 17	HR Challenges and the future Case Presentation Group 7 WHO GETS WHAT AND WHY?. PAY, POWER AND POSITION AT TWO COMPANIES (FREE CHOICE OF A LEADER AND A LAGGARD)
Week 13: 4 June Course review and conclusion Exam briefing	Revision and Q and A. Exam	

RESEARCH AND PRACTICE

- This unit uses research by Macquarie University researchers (see below)
- This unit uses research from external sources (see below)
- This unit gives you practice in applying research findings in your assignments
- This unit gives you opportunities to conduct your own research

Week Lecture Topic	Additional Readings
Week 1	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	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.*
Week 3	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	Non.
Week 5	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 6	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	Non
Week 8	Non
Week 9	Clardy, A. (2008) The Strategic Role of Human Resource Development in Managing Core Competencies. *Human Resource Development International. Vol. 11 (2), p183–197*
Week 10: 12 May	Non
Week 11	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*
Week 12	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 13	Ulrich, D; Brockbank, W. (2009) The Role of Strategy Architect in the Strategic HR Organisation. *People and Strategy, Vol. 32 (1) p 24 – 31*

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 the lecturer and any guest speakers.
- Attendance: There is no substitute for class attendance. Students who miss classes will not be supported by other teaching methods other than materials posted on ilearn.
- Students are to submit their assignments in HARD COPY as per the schedule below.

Marks will be awarded as per the following grading system:

GRADE	**High Distinction**	**Distinction**	**Credit**	**Pass**	**Fail**
%	85 – 100	75 – 84	65 – 74	50 – 64	<50

	Assessment Task 1	**Assessment Task 2**	**Assessment Task 3**
Title/Name	Early Semester Class Test. Individual.	Company Analysis, Presentation and Group Report.	Final Exam. Individual
Description *(including length or similar as applicable)*	One hour, short answer test to check understanding of course material	Research report and presentation of real company HR practices. 3000 words	Two hour closed book exam with short answer and essay type questions
Due date	19/3/12	As per agreed schedule	Exam period - TBA
% Weighting	20%	30%	50%
Grading method - marking criteria/ standards - expectations in relation to presentation - referencing requirements	Understanding of course theory, concepts and applications from the case work. Clear written exposition and ability to relate theory and practice.	5% for presentation and 25% for written report. See detailed criteria. All group member must contribute equally	Ability to analyse and argue the relevance and application of HRM principles and practices in key areas of practice AND apply them in varying organisational contexts.
Submission method	Direct to LIC	Direct to LIC	Examiners
Feedback *(type, method, date)*	Week 6. Individual.	Ongoing. Group.	End of course
Estimated student workload (hours)	10-15	20-25	25
Learning outcomes assessed (*max 6)*			
1	1	1	1
2	2	2	2
3		3	3
4	4	4	4
5	5	5	5
6		6	
Graduate capabilities assessed			
1	1		1
2	2	2	
3		3	3
4	4	4	4
5	5	5	5

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.

DETAILS OF ASSESSMENT TASKS

Assessment #1: Individual, early semester test, worth: 20%, week 4
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 4. 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 short answer questions on the course content for weeks 1-4. Marks and feedback will be given to students in class, two weeks after the exam.

Assessment #2: Group assessment 30% - Case Company review and Presentation
Aim: Each student group will be allocated a case company to research intensively during the course.
The case companies are well known ASX listed companies. Groups will be formed and case allocated during week 1 class. Each group will become a company expert. The group will develop a major report on the HR profile, practices, policies, responsibilities, strategic contribution and challenges relating to the topic under discussion for the corresponding week. 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. 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 this presentations and report. 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 particular strategy/policy and the HR techniques which follow from them.
- explain the rationale for the strategy/policy
- explain (where appropriate) 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 (25%): The maximum report length is 3000 words, excluding references. Include the word count at the end of report.

Due date: The report is to be handed in one week after presentation. 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 LIC for marking. Note, electronic assignments will NOT be marked.

Presentation Component (5%): As well as the report the group is required to present an overview of the case company/issue (refer case schedule and allocations from week 1) to share their findings with the rest of the class. This should take the form of a ten minute (Timed) 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. Students are strongly advised NOT to use cue cards/scripts for this presentation.

Assessment #3: Final exam (50%)
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 and a number of short answer questions (TBA). As a guide, essay 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 4.
- A selection of sample questions will be given to students in Week 11.

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:// exams.mq.edu.au/

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. The University's policy on special consideration process is available at
http://www.mq.edu.au/policy/docs/special_consideration/policy.html

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. (Individual Faculties may wish to signal when the Faculties' Supplementary Exams are normally scheduled.)

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at:
http://www.mq.edu.au/policy/docs/examination/policy.htm

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

Macquarie University uses the following grades in coursework units of study:

HD - High Distinction
D - Distinction
CR - Credit
P - Pass
F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:
http://www.mq.edu.au/policy/docs/grading/policy.html

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/new_and_current_students/undergraduate_current_students/how_do_i/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/policy.html

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Support Services. Details of these and other services for students can be accessed at
http://www.student.mq.edu.au
And
http://www.students.mq.edu.au/support/learning_skills

The Centre for Macquarie English (CME) provides a range of contextualised language and academic study skills programs for University faculties to help them support students enrolled in award courses. These programs are funded by individual faculties and provided free of charge to students.

BUS 850 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 and evaluation 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: _____

BUS 850 – Assessment 2 : Presentation Marking Sheet **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

_____

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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 using 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 units 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.