MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
DEPARTMENT OF BUSINESS

BBA250
HUMAN RESOURCE MANAGEMENT
UNIT OUTLINE

Year and Semester: Semester 1, 2009
Unit Convenor: Dr Peter Langford
Prerequisites: Admission to BBA, BeBus, BCA, BHRM or BCA(International) and 12cp
Corequisites: You should NOT be doing HRM107 this semester because of a course restructure, HRM107 and BBA250 will both be introductory HR courses
I advise against doing BBA111 next semester because I will be teaching both units and may use some of the same teaching resources across both units
Credit Points: 3

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 provides an overview of human resource management (HRM) in Australia and overseas. The primary aim of the course is to provide insight into the implementation of HRM practices. Major HRM topic areas covered in the course include: workforce planning, job design, recruitment, selection, performance management and appraisal, learning and development, compensation, industrial relations, employment law, safety and managing diversity.
• The unit provides an introduction to the broad range of topics associated with HRM and is a core subject for many students. The course complements other available HR-related units which focus upon a narrower range of topics but investigate those topics in greater depth.
TEACHING STAFF

- Convenor: Dr Peter Langford, +61 2 8875 2801, peter.langford@mq.edu.au
- Tutors: Melissa Peretz, melissa.peretz@students.mq.edu.au
  Daniel Townsend, daniel.townsend@efs.mq.edu.au

Dr Peter Langford’s office is on Lvl 2, 4 Research Park Drive, BD Building, Macquarie University. This office is down in the corporate Research Park section of campus. However, I work part-time and cannot guarantee that I will be on campus or available without notice, so if you wish to meet face-to-face, please email or call to arrange a meeting.

Please note, with hundreds of students in the course, I am not able to respond quickly to student enquiries whether they be via email, phone or face-to-face. The order through which you should direct enquiries is:

1) Your first point of contact for any questions should be your tutor.
2) Only after seeking help from your tutor should you contact me directly.

If you wish to contact your tutor or any of the guest lecturers who may be involved in the course, please do so via email unless they give you other contact details that they are happy for you to use.

CLASSES

LECTURES

There will be one 2-hour lecture per week, given on Thursday 12-2pm. Lectures will start at 5 minutes past the hour and run for approximately 1.5 hours with no break. Lectures will be available as a digital download via iLecture. Lectures will be held every week in E7B T4.

At the start of semester, all lecture notes and readings will be available via the course website. But please note that during preparation for each class I may change the content of lecture notes a little in order to keep the content up-to-date and relevant, so the lecture slides I deliver in class may not be identical to those on the website. During the semester I may also add new readings on the course website. Any changes to lecture notes or readings will be announced in lectures. You will be potentially examined on all the materials placed on the course website throughout the course, not just those available at the start of semester.

Prior to each lecture and tutorial you are expected to:

- Read the assigned textbook chapters, lecture notes and any other assigned readings.
- Complete the study exercises for the textbook that are on the course website.
<table>
<thead>
<tr>
<th>Wk</th>
<th>Date</th>
<th>Lectures (text chapters for lecture)</th>
<th>Tutorials (text chapter for case study)</th>
<th>Assessment Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>26 Feb</td>
<td>Introduction to course</td>
<td>No tutorials</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>5 Mar</td>
<td>Strategic HRM (1)</td>
<td>Introduction</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>12 Mar</td>
<td>Planning &amp; design (2 &amp; 5)</td>
<td>Strategic HRM (1)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>19 Mar</td>
<td>Recruitment &amp; selection (6 &amp; 7)</td>
<td>Planning &amp; design (5)</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>26 Mar</td>
<td>Learning &amp; development (9 &amp; 10)</td>
<td>Recruitment &amp; selection (6)</td>
<td>Survey consent form due in lecture 26 Mar</td>
</tr>
<tr>
<td>6</td>
<td>2 Apr</td>
<td>Performance management &amp; appraisal (8)</td>
<td>Learning &amp; development (10)</td>
<td>Survey data due Fri 3 Apr</td>
</tr>
<tr>
<td>7</td>
<td>9 Apr</td>
<td>Compensation &amp; industrial relations (11 &amp; 12)</td>
<td>Performance management &amp; appraisal (8)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td><strong>MID SEMESTER BREAK</strong></td>
<td></td>
<td></td>
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<tr>
<td>8</td>
<td>30 Apr</td>
<td>Review of culture survey and preparation for report</td>
<td>Preparation for survey report</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>7 May</td>
<td>Employment law &amp; diversity (4 &amp; 14)</td>
<td>Compensation &amp; industrial relations (12)</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>14 May</td>
<td>Health &amp; safety (13)</td>
<td>Employment law &amp; diversity (4)</td>
<td>Survey report due in tutorial 14 May</td>
</tr>
<tr>
<td>11</td>
<td>21 May</td>
<td>Technology (3)</td>
<td>Health &amp; safety (13)</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>28 May</td>
<td>Evaluating HRM (16)</td>
<td>Technology (3)</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>4 Jun</td>
<td>Review of course and exam preparation</td>
<td>Discussion of assignment and exam preparation</td>
<td></td>
</tr>
</tbody>
</table>
TUTORIALS

<table>
<thead>
<tr>
<th>Official Tute No</th>
<th>Day</th>
<th>Time</th>
<th>Room</th>
<th>Tutor</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Thu</td>
<td>9</td>
<td>E5A119</td>
<td>Melissa Peretz</td>
</tr>
<tr>
<td>5</td>
<td>Thu</td>
<td>10</td>
<td>E5A119</td>
<td>Melissa Peretz</td>
</tr>
<tr>
<td>1</td>
<td>Thu</td>
<td>14</td>
<td>E5A119</td>
<td>Daniel Townsend</td>
</tr>
<tr>
<td>2</td>
<td>Thu</td>
<td>15</td>
<td>E5A119</td>
<td>Daniel Townsend</td>
</tr>
<tr>
<td>3</td>
<td>Thu</td>
<td>16</td>
<td>C5A313</td>
<td>Daniel Townsend</td>
</tr>
</tbody>
</table>

Tutorials will be held in weeks 2 to 13, and students will attend a single 1-hour tutorial each week.

Students were allocated to tutorials when they enrolled and should stay in enrolled tutorials. Class sizes are large, and in order to maximise the learning experience for students I must keep a cap on class sizes. The likelihood of being able to change tutorials is low, and if a class is showing as full on the online enrolment database then you will not be able to transfer to that class. Requests for changing tutorials MUST be done via eStudent within 2 weeks of start of semester – lecturers and tutors will not make changes to tutorial enrolment details. After 2 weeks no further changes will be possible.

Tutorials will typically cover the following structure: (1) Discussion of the lecture notes, readings and study questions (max 20 mins), and (2) Student facilitation of a case study (max 25 mins).

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

REQUIRED TEXT


This text will be examinable. The text has online study materials for all chapters that are available via the course website.

STRONGLY RECOMMENDED MEMBERSHIP

I also strongly recommend becoming a member of the Australian Human Resources Institute (AHRI). If you are a full-time student AHRI provides membership free for one year, including subscription to an online version of their monthly magazine. See www.ahri.com.au for details.
The course website is available via Online Units through the Macquarie University website. This course outline, all lecture notes, readings, etc will be available from this website. If you have difficulties logging on to this website please contact the university’s technical support staff. Do not contact the course chair or tutors if you have technical difficulties – we are not able to solve them.

**Students are expected to bring along copies of the lecture notes to each lecture.**

All important announcements will be made on the course website and students are expected to view the announcements page of the course website at least once per week.

**Teaching and Learning Strategy**

The course is designed to provide up-to-date and interesting learning experiences for students. The course has been design to deliver content at three levels: 1) content to meet basic course requirements aligned closely with intended content in the final exam, 2) generic skills training such as teamwork, non-academic report writing, and IT skills, and 3) practical experience researching an existing organisation, identifying its strengths, weaknesses and areas for development.
The central aim of the course is to develop a basic working knowledge of the lecture topics listed in the table above. The course has also been designed to develop a range of generic skills as outlined in the table below.

<table>
<thead>
<tr>
<th>Generic skill</th>
<th>How developed in the course</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written communication skills</td>
<td>Students are required to submit a written report for the individual assignment. One of the marking criteria for these reports will be quality of writing.</td>
</tr>
<tr>
<td>Information technology skills</td>
<td>The course relies heavily upon information technology. All course materials are available electronically. Successful completion of assignments may require searches of electronic databases of management journals.</td>
</tr>
<tr>
<td>Teleworking/ virtual workplace skills</td>
<td>The course has been designed to make all course materials available electronically. Face-to-face seminars will be conducted, and attendance is expected, but students who are unable to attend some of the classes will hopefully experience minimal inconvenience. You are also likely to work with some of your group members “virtually” via phone and email.</td>
</tr>
<tr>
<td>Hands-on experience</td>
<td>For the major assignment students are required to collect data from an organisation, and interpret the computer-generated report and draw conclusions about the performance of the organisation.</td>
</tr>
<tr>
<td>Teamwork skills</td>
<td>Students will work in groups for completion of their tutorial group case-study presentation.</td>
</tr>
<tr>
<td>Critical analysis skills</td>
<td>The major assignment will require the critical analysis of data as well as individual and group decision-making.</td>
</tr>
<tr>
<td>Problem-solving skills</td>
<td>Problem-solving is required during tutorial case studies and during completion of the major assignments. The major assignment requires students to analyse data about an existing organisation and make recommendations for ways to improve the functioning of the organisation.</td>
</tr>
<tr>
<td>Creative thinking skills</td>
<td>The demonstration of creative thinking will be a marking criterion for the tutorial group case-study presentation.</td>
</tr>
</tbody>
</table>
ASSESSMENT AND LEARNING OUTCOMES

ASSESSMENT WEIGHTING

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-semester examination</td>
<td>10%</td>
</tr>
<tr>
<td>Assignment: Culture survey report</td>
<td>30%</td>
</tr>
<tr>
<td>(Consent form due no later than the lecture on Thu 26 Mar in week 5; data due 5pm Fri 3 Apr, end of week 6, which gives you 5 weeks after the first lecture to collect and submit your data; report due at your tutorial Thu 14 May)</td>
<td></td>
</tr>
<tr>
<td>Tutorial group case-study presentation</td>
<td>15%</td>
</tr>
<tr>
<td>Final examination</td>
<td>45%</td>
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<tr>
<td>(120 minutes, multiple choice)</td>
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</table>

The assessment tasks have been designed with the following intentions:

- To complete an assessment task and receive marks by Week 8, to encourage early study, and provide early feedback and practice for the final exam.
- To assess using multiple methods – written assignment, group presentation and multiple choice examination, and ensure no single method comprises more than half of the final course marks.

MID-SEMESTER EXAMINATION

The learning outcome aim of the mid-semester exam is to encourage students to undertake some study of the topics covered during the first half of the course, and receive feedback and experience that may help students study more effectively for the final exam.

In order to provide early feedback, all students will be required to complete an online multiple choice test during the mid-semester break. The test will be completed by students at their own time and location, based on textbook material up to and including Week 7.

Given the mid-semester exam will not be conducted under strict supervision, only a relatively small percentage of the final course mark is allocated to the mid-semester exam.
FINAL EXAMINATION

The learning outcome for the final examination is for students to have a broad knowledge of all the topics covered throughout the course.

The exam will be based equally on the textbook and lectures. The exam will be 120 minutes in length and the format will be multiple choice. A multiple choice exam has been chosen to enable a large number of questions to be asked about a broad range of topics and to enable efficient marking of many questions across hundreds of students.

Passing the course requires that you pass (ie, score 50 or more) in the final exam. It is a reasonable expectation that you will achieve a score of at least 50 given that a multiple choice exam will provide “free” points (even if you randomly guess you will get some right), and that the final exam is the only component of assessment that covers the entire breadth of the course.

Dictionaries can be taken into the exam to assist students who do not have English as a first language. To arrange this, follow the standard university processes regarding use of dictionaries.

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. See 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).

WRITTEN ASSIGNMENT

The learning outcome of the written assignment is to develop insight into the management practices of a currently operating organisation, and to build skills in collecting practically useful data, interpreting quantitative reports, and providing written feedback and recommendations for action.
Every student will be required to approach a chosen organisation and collect 10 completed versions of the employee survey from employees within a single TEAM, GROUP, DEPARTMENT or BUSINESS UNIT of that organisation. 10 responses are needed in order to get an acceptably accurate set of results.

This project has been approved by the Macquarie University Ethics Committee. A core requirement of ethics approval is that we obtain written consent from participating organisations. You will need to obtain written consent from the manager responsible for the group within your chosen organisation BEFORE you can get people in the group to complete the surveys.

Do not approach any student or staff member of Macquarie University to complete the survey without first checking with Dr Peter Langford.

Students can join together to collect data from a single organisation, but the number of surveys completed must still average at least 10 surveys per student. For example, two students could collect 20 or more surveys from a single organisation.

I have included on the course website a document that provides hints and tips for the assignment. Please read these.

Hand in your consent form to Dr Peter Langford in lectures. Consent forms must be submitted no later than Thu 25 Mar, in week 5. Keep a copy of the consent form for your own records.

You will use paper copies of the surveys to collect the data. Although online surveys can be an efficient way of collecting data, many employees don’t have easy access to a computer during their day-to-day work and hence paper surveys are more convenient. Paper surveys also make it easier for students to track completion of surveys.

Once the data is collected, students will enter the data through a link on the course website. This data entry link will be set up during the first few weeks of semester. At the start of weeks 5, 6 and 7 we will provide updates of the number of surveys entered by each student. Please regularly check these updates to ensure you meet your minimum requirement of 10 surveys being registered.

At some point during the mid-semester break we will send you and the manager a graphical report providing detailed quantitative results for your organisation, and benchmarking performance against available norms. I will also deliver a lecture on the overall results in week 8. You will then write your report discussing the quantitative results and providing an educated interpretation of the results (based on a background review of the organisation and in discussion with the manager of the organisation). Essentially, you are to put yourselves in the shoes of a consultant who is writing up a report evaluating the functioning and performance of your chosen organisation and manager.

The report must be no longer than 1250 words and 5 pages (the 5 pages does NOT include the cover page, executive summary, reference list, or any attachments or appendices; please note that tutors will not be expected to read attachments or
appendices so do not assume that they will do so). Tutors will not read past 5 pages of your report. Do not spend any space in your report discussing the methodology used in this project – instead use this space to answer to discuss your findings and recommendations. Also, to reduce your word count, if you include references (you are not required to do so) then use a brief method of referencing literature (e.g., instead of a reference such as “Wood, Chabogon and Daly (2002)” just use “Wood et al.” and provide the full reference in the reference list).

Write your report more in the style of a consultant’s report, not an academic report, but maintain academic and scientific rigour when writing the report.

From the combined data from all students I will conduct an analysis of results across all organisations and present some high level results in Week 8.

For the written assignment follow these guidelines:

- Use 12pt Times New Roman or Arial font, double-spaced A4 pages, with 2.5 cm margins on all sides
- If you reference literature in your report, then you must include a reference list at the end of your report, citing only literature referenced in the report. The reference list should follow standard referencing guidelines such as those of the American Psychological Association’s “Style Manual” (or you can choose any other standard referencing guidelines; I don’t mind which standard you use, but the main priority is that it is a commonly used standard and that you apply it consistently throughout your report).
- Remember to maintain confidentiality of any individuals or organisations who may have been involved in the survey, or who were assessed by the participants who completed the survey (the individuals and organisations rated by the participants must remain anonymous).
- On the front page of each report attach the standard coversheet (which can be found at http://businessandeconomics.mq.edu.au/information_for/new_and_current_student/undergraduate/bess).
- Include a one-page executive summary in your report. An “executive summary” is exactly that – a summary of the whole report. It is not an introduction. It should provide a brief summary of all findings and conclusions you discuss in your report.
- Staple or bind the final printed report – DO NOT use any fancy form of folder or cover for the report.

Your written assignment will be marked against the following criteria:

- Adherence to the stipulated word length, font, spacing, margins, binding, etc.
- Correct grammar, punctuation and spelling
- Logical flow and reading ease of report
- Thoroughness and appropriateness of background research
- Understanding of the major theoretical and empirical issues associated with the data collected and the report of results
- Appropriateness of the interpretations and recommendations in your report
If you wish to challenge the mark you are given for your assignment, please take the following two steps: 1) raise your concern with your tutor, and then, if still unsatisfied with the outcome, 2) follow the formal university channels for requesting a remark (you must do this within 2 weeks of reports being returned to your class).

"On-time" assignments are to be submitted to your tutor in the Week 10 tutorial on Thu 14 May. **Late assignments will be penalised at the rate of one mark out of 30 per day including weekends.** Any assignment submitted AFTER your assigned tutorial (including on Thu 14 May after completion of your tutorial) will be regarded as “late” and incur at least one penalty mark. Assignments submitted on the Fri 15 May immediately after your Week 10 tutorial will attract 2 penalty points, and so on with one penalty point accruing each day late.

Late assignments must NOT be submitted to your tutor and should instead but submitted in the drop box at BESS (Business and Economics Student Services; formerly ERIC). Late assignments may be marked and returned later than “on-time” assignments.

**No assignments will be accepted after two weeks beyond the due date.**

Your tutor will aim to mark all “on-time” assignments so they can be returned in the last tutorial in Week 13, so that you will know your mark prior to study break. Late assignments, however, may be returned at a later date.

**TUTORIAL CASE-STUDY GROUP PRESENTATION**

The case study is the one in the assigned chapter (see the “Lectures” table above for the assigned chapters for each tutorial). Where there are multiple case studies in a chapter the group can select which case study they wish to use. Groups will be determined in the first tutorial in week 2. Each tutorial will be formed into 9 groups.

The case study presentation should be structured around: (1) discussion of the content of the case study, (2) discussion of relevant research/theory that can be applied to the case study, and (3) facilitating a group discussion and/or exercise to reinforce the understanding of the case study and research/theory.

You are also expected to produce a 1-2 page handout that students can use as a tool/reminder for applying the knowledge in a workplace.

Your group will be marked against the following criteria:

- Learning value for students.
- Usefulness of handouts.
- Level of interaction and engagement of all students in the class.
- Originality and creativity in delivering the case study.

**Along with providing your tutor with a copy of your 1-2 page handout, you must also give your tutor a signed “Participation Agreement” available from the course website, detailing your agreement about the relative contribution of**
group members. Students who are reported to have contributed proportionally less to the group presentation will receive proportionally fewer marks for the group presentation.

**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.

**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.

Further support for students within the Faculty of Business and Economics can be found at http://businessandeconomics.mq.edu.au/information_for/new_and_current_students/undergraduate/bess.