HRM107
Introduction to Human Resources

Semester 2, 2009
Department of Business
ABOUT THIS UNIT

The aim of this subject is to provide you with an understanding of the key issues and contemporary developments in the field of Human Resource Management. It will cover key areas of HRM including strategic HRM; HRM planning; recruitment and selection; negotiation; remuneration & benefits; and international HRM. The unit also examines the role and changing nature of government, employers (and their representatives) and employees (and their representatives) in the area of employee and industrial relations. Since HRM is a dynamic and ever-changing field, the latest thinking in HRM and related areas will be presented to students.

TEACHING STAFF

- Convenor and Lecturer:
  Dr David Poole, B.Bus., MBA, M.Ed.Admin., PhD
  Department of Business
  Email: David.Poole@mq.edu.au
  Phone: 9850 1815
  Consultation times: Mondays 3:00pm – 4:30pm, Thursdays 10:30 – 12:00. Other times by appointment.
  Office location: E4A 652

- Other Teaching Staff:
  Mr Jude Gibson, BA, B.Comm.(Auckland), M.HRM (NUS).
  Email: jude_gibson@yahoo.com
  Mr Daniel Townsend, BBA, BA (Psych.), BBA (Hons.)
  Email: daniel.townsend@efs.mq.edu.au

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 and may be taken in lectures.

REQUIRED TEXTS AND MATERIALS

Compulsory: The text for the unit is:
The text comes shrink-wrapped with a copy of a Bonus Supplement: Forward with Fairness vs WorkChoices.

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 107. 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

At the completion of this subject students should demonstrate their ability to:
1. Understand the field of Human Resource Management and its key components;
2. Determine how Human Resource Management contributes to overall organisational success;
3. Examine Human Resource Management systems and their applications;
4. Identify and discuss contemporary human resource issues that are relevant to the modern workplace.

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop students' generic skills in a range of areas. One of the aims of this unit is that students develop their skills in the following:
• Communication skills;
• Critical analysis skills;
• Problem-solving skills;
• Creative thinking skills.

TEACHING AND LEARNING STRATEGY

You 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 Human Resource Management.
<table>
<thead>
<tr>
<th>Week</th>
<th>Week Begins</th>
<th>Lecture Topic</th>
<th>Text Readings</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>3 August</td>
<td>Strategic HRM</td>
<td>Chapter 1</td>
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<tr>
<td>2</td>
<td>10 August</td>
<td>HR Planning</td>
<td>Chapter 2</td>
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<td></td>
<td></td>
<td>Tutorials Start This Week</td>
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<td>3</td>
<td>17 August</td>
<td>Job Analysis &amp; Design</td>
<td>Chapter 5</td>
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<td>4</td>
<td>24 August</td>
<td>Recruitment &amp; Selection</td>
<td>Chapters 6 &amp; 7</td>
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<td>5</td>
<td>31 August</td>
<td>Performance Management</td>
<td>Chapter 8</td>
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<td>6</td>
<td>7 September</td>
<td>Career Planning &amp; Development</td>
<td>Chapter 10</td>
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<td>7</td>
<td>14 September</td>
<td>Remuneration, Incentives, Benefits</td>
<td>Chapters 11, 12, 13</td>
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<td></td>
<td>Multiple-Choice Quiz in Tutorial</td>
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<td>8</td>
<td>5 October</td>
<td>Workplace Relations</td>
<td>Chapter 14 &amp; Bonus Supplement</td>
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<td>Individual Assignment Due in Tutorial</td>
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<td>9</td>
<td>12 October</td>
<td>Negotiating in the Workplace</td>
<td>Chapter 17</td>
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<td>10</td>
<td>19 October</td>
<td>Employee Health &amp; Safety</td>
<td>Chapter 18</td>
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<td>11</td>
<td>26 October</td>
<td>International HRM</td>
<td>Chapters 20 &amp; 21</td>
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<td>12</td>
<td>2 November</td>
<td>Assessing HRM Effectiveness</td>
<td>Chapter 22</td>
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<tr>
<td>13</td>
<td>9 November</td>
<td>Subject Review &amp; Exam Information</td>
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</tbody>
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As noted above, tutorials commence in Week 2. Students are expected to come to tutorials having read the relevant reading(s) for that week. For instance, you should read Chapter 1 before the first tutorial in Week 2, Chapter 2 before the second tutorial in Week 3, and so on.

**Assessment**

Marks will be allocated on the following basis:

1. Multiple-Choice Quiz 20%
2. Individual Assignment 25%
3. Tutorial participation 15%
4. Final Exam 40%

**Total Marks** 100%

Students must complete all components of the course to register a pass grade or better. For the final exam, you must record a satisfying mark of 16 out of 40. Please note that pressures relating to work are not sufficient reasons for not attending or completing a mandatory component. Students missing more than 2 tutorial classes without documented explanation (e.g., medical certificate) will fail this unit.

**Multiple-Choice Quiz (value 20%)**

A 45-question multiple-choice quiz will be undertaken in the Week 7 tutorials. Students will have a maximum of 45 minutes to complete the quiz and it will commence 5 minutes after the scheduled commencement time of the tutorial. The test questions will differ for each
tutorial. The test will cover Chapters 1, 2, 5, 6, 7, 8, and 10 from the textbook. It is imperative that you attend your assigned tutorial in Week 7 to complete this test.

Individual Assignment (25%)

Choose one of the following four topics for critical analysis:

- Downsizing is dumbsizing (text, p77)
- If you want to succeed, you must be 100 per cent committed to your career – everything else is secondary (p419)
- CEO greed is good for business (p468)
- Senior executives should be paid like movie stars (p502)

Your task is to examine both sides of the selected topic before arriving at a reasoned and well-argued conclusion. What is an academic argument? The web has plenty of good advice, including:

http://www.unc.edu/depts/wcweb/handouts/argument.html
http://writing.colostate.edu/guides/documents/argueoverview/academic.cfm

Here are the key guidelines for this assignment:

- The paper should be professionally presented (as if you were presenting it to the CEO of a major corporation).
- It should be around 2,000 words in total length (including references etc). Assignments within + or – 10% of this total will not be penalised.
- It must use at least 4 references. The textbook does not count as a reference but can be used. At least 2 references should come from HRM and management journals of the type listed below. At least 2 references must be Australian. Avoid internet references except for those that come from academic databases.
- Referencing is critical. Please use the Harvard system, as described later in this outline. The words of others must be cited (referenced), as must the ideas of others. A failure to reference may result in a significant grade penalty.
- It should begin with an Executive Summary and finish with a Conclusion. An Executive Summary is a concise summary of your entire paper (including key findings) in 3 or 4 paragraphs. While an Introduction presents the context for the information to follow, an Executive Summary answers the reader’s question, “If I do not read the remainder of the paper, what is it that the writer really wants me to know?”

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
Journal of Industrial Relations; Sydney
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
Other useful sources may include Management Today (the magazine of the Australian Institute of Management), Business Review Weekly (weekly magazine available at newsagents), or the Australian Financial Review (published 6 times a week with a management magazine, AFR Boss, published with the newspaper on the second Friday of each month).

This assignment is due in the Week 8 Tutorial (week commencing 5 October) and should be handed to your tutor. Late assignments will be penalised at the rate of 10% of available marks per day.

The individual assignment should have a cover sheet which is available from BESS and downloadable from http://www.businessandeconomics.mq.edu.au/current/undergraduate/bess.

The assignment will be graded as follows:

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<th>Excellent</th>
<th>Very Good</th>
<th>Good</th>
<th>Acceptable</th>
<th>Marginal</th>
<th>Fail</th>
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<td>Application of ideas</td>
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<td>Evidence of research</td>
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<td>Development of discussion</td>
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<td>Coherence of argument</td>
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<td>Critical evaluation of subject</td>
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<td>Writing style: sentence structure, etc.</td>
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<td>Presentation, paragraphing, layout</td>
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<td>References: quality, quantity</td>
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<td>Bibliography</td>
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Comments:
Tutorial Participation (15%)

Each week, your tutor will look for lively discussion and debate. 15 per cent of your total marks are attributable to your tutorial attendance and participation. You are expected to read the appropriate material listed under “Readings” before each tutorial. You do not need to read the end-of-chapter questions, exercises, and case studies prior to your tutorial unless you wish to do so. You will be given time to read those selected for discussion during class.

Final Examination (40%)

The University Examination period in Second Half Year 2009 is from 18 November to 4 December.

The exam for this unit will be of 2 hours duration and will be based on the text readings and lecture slides provided in weeks 7 to 12 of this unit.

You must have a thorough understanding of all the key ideas presented in the unit. Further information about the exam will be provided in class.

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


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 Divisions may wish to signal when the Division's Supplementaries are normally scheduled.)

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.

Referencing

When using references to publications, these should be complete and in Harvard style. They should contain full bibliographical details and journal titles should not be abbreviated. References should be shown in the text by giving the author's last name followed by a comma and year of publication in round brackets, e.g. (Fox, 1994). At the end of the report, there should be a reference list in alphabetical order as follows:
a) for books

b) for chapter in edited book

c) for articles

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**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/](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.

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**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](http://www.student.mq.edu.au).

Welcome to HRM107. We hope that you enjoy the unit. Please let us know if we can assist you in any way.

Dr David Poole
Jude Gibson
Daniel Townsend