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 enables students to understand how HRM theory relates to practice in organisations. To enable theory and practice to meet effectively, students will hear from a number of relevant guest speakers speak on current HR issues and solutions, along with applicable lectures on theoretical frameworks and other information

• Class discussion and interaction will be encouraged and expected

• In groups, students will choose an organisation to study and will research the HRM strategy of that organisation, analysing its strengths and opportunities for improvement. The group report should refer to literature and discuss common practice. It should also reflect the knowledge gained from other HR subjects and be a useful resource for future application

TEACHING STAFF

• Lecturer: Emeritus Professor Ed Davis. edavis@efs.mq.edu.au Phone 0438 166 986

• Lecturer: Marg Lennon. mlennon@efs.mq.edu.au Phone: 0413 813 513

CLASSES

• There are 13 x 3 hours of combined lectures and tutorial each week on Wednesday from 6pm until 9pm in Room E5A119, commencing August 5, 2009

• The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/

• It is an assessment requirement of this unit that students attend classes.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS
• You will need to purchase the book of prescribed readings from the bookshop prior to commencement of classes

**UNIT WEB PAGE**

• [https://learn.mq.edu.au](https://learn.mq.edu.au)

**LEARNING OBJECTIVES AND OUTCOMES**

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 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 issues in a real organisation
- A theory-practice capstone; identifying the application of theory in 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 and giving students the opportunity to determine and evaluate their own perspectives

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:

- Research skills
- Self-awareness and interpersonal skills;
- Communication skills;
- Problem-solving skills;
- Creative thinking skills.

**TEACHING AND LEARNING STRATEGY**

• Key learning in this unit comes via learning from Guest Speakers and through lectures and interaction in class through discussions and exercises.
• There is no substitute for class attendance. Students who miss classes will lose up to 5% of marks for the unit.
• Students are expected to prepare ahead of each lecture by completing the allocated readings. There will be regular class discussion in small groups and presentations each week by allocated groups of students.
• Week-by-week list of the topics to be covered is at the end of the outline.
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 at the lecture on October 28.

Marks will be awarded as per the following grading system:

<table>
<thead>
<tr>
<th>GRADE</th>
<th>High Distinction</th>
<th>Distinction</th>
<th>Credit</th>
<th>Pass</th>
<th>Conceded Pass</th>
<th>Fail</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>85 – 100</td>
<td>75 – 84</td>
<td>65 – 74</td>
<td>50 – 64</td>
<td>45 – 49</td>
<td>0 - 44</td>
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</tbody>
</table>

- Marks will be deducted for late work at the rate of 10% of the possible mark per working day, exhausting all possibility of any mark in two (2) weeks.

- Written assignments must follow a formal academic style with footnotes showing the source of all quotations and references. Any recognised system may be followed provided that it is consistent and comprehensive. The references listed for each topic on the reading guide should not be regarded as exhaustive. Students are expected to locate other references, as required, though their independent research. Students are encouraged in their assignments to demonstrate familiarity with the relevant literature and to indicate skill in the presentation of argument. Assignments should be clear, well presented and contain a conclusion which pulls together the themes of the paper.

- **Assessment Components**

  **NOTE:** Students must pass ALL components of the course to pass overall. This specifically includes the final exam.

There are three major parts to the unit’s assessment:

1. **Final exam – 50% of total assessment:** Two hours with 10 minutes reading time. The exam will comprise seven essay questions. Students will be asked to answer any **THREE** questions. All questions are of equal value. Further details to be announced during the course.

2. **Class participation and informed comment – 10% of total assessment:** Students will lose OR gain marks for demonstrating informed and well reasoned comments on cases and readings.
3. Group based consulting project – 40%
Each group is to Evaluate the HRM strategy of an organisation

This assessment consists of two parts: Group class presentation, worth 10% and the group report worth 30%. Further details are set out below.

3.1 Group update presentation in class – 10%
A 10 – 15 minute presentation in class will be required for each group of students. This should cover:
o Outline of the key issues you are investigating, or think you will need to investigate
o Why these issues are important and how they fit into the broader HR discussion
o Highlight a particular reading you want to address
o Identify the data sources you are gathering
o Develop a discussion question for the broader group to talk about in small groups

3.2 The Group Report – 30%
Groups of students will be required to prepare a report which evaluates the HRM strategy and policies of an organisation known to members of the group. The project will be evaluated as set out below.

As a minimum the report should:
o identify the intended purpose of the strategy/policy and the HR techniques which follow from them.
o explain the rationale for the strategy/policy
o explain the way that the strategy/policy is influenced by internal (organisational) and external (environmental) factors.
o examine the relationships between organisational strategy, structure and HRM strategy and structure.
o evaluate the extent to which the HRM strategy/policy and related techniques contribute to organisational performance.

You are required to:
o relate the information to relevant academic literature.
o provide evidence to support your claims arguments and recommendations
o equally contribute to the final report. (Note: This is a critical issue. You are required to use the peer assessment forms outlined in the following section to judge the contribution of other group members. These forms will only be counted if a group member requests it)

Length: 4000 words
Value: 30%
Due Date: 28/10

Late Submissions:
Everyone is required to complete and submit the assessment work by the due date. If you know you will be unable to do this, please advise the lecturer. Extensions will only be granted with the support of adequate documentation, such as a medical certificate. Otherwise penalties will apply.

**The Final exam** will be held during the university examination period and is worth 50% of total assessment. It will be two hours long with 10 minutes reading time. The exam will comprise seven essay questions. Students will be asked to answer any **THREE** questions. All questions are of equal value. Further details to be announced during the course.

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

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](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](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.

### 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.

**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).

**CLASSROOM ETIQUETTE**

Students are expected to arrive on time, certainly before five minutes past the hour, and not to leave until the class ends. If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer/tutor.

Students are expected to be quiet during lectures unless, of course, class participation is required. Mobiles should be turned off during classes.
The following table illustrates the marking guidelines for assessing the group project.

**GUIDELINES FOR THE ASSESSMENT CRITERIA FOR WRITTEN WORK**

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Very Good</th>
<th>Good</th>
<th>Acceptable</th>
<th>Marginal</th>
<th>Fail</th>
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<tbody>
<tr>
<td>Relevance of content to topic</td>
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<td>Application of ideas</td>
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<td>Evidence of reading</td>
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<tr>
<td>Evidence of research</td>
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<tr>
<td>Development of discussion</td>
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<td>Coherence of argument</td>
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<tr>
<td>Critical evaluation of subject</td>
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<tr>
<td>Prose style: sentence structure, etc.</td>
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<tr>
<td>Presentation, paragraphing, layout</td>
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<tr>
<td>Footnotes, quality, quantity</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Bibliography</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Length (as set)</td>
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<tr>
<td>Date submitted (as set)</td>
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</tbody>
</table>

Comments:
Marking For Group Work
- The following peer assessment sheet needs to be completed by each group member and handed in with the group report.

- These assessments will be used **ONLY** if any group member requests this on the basis that they think the group effort has not been equal. If this occurs peer assessment will be used to allocate marks to group marks for the project.

- Otherwise it is assumed that group members contributed equally to the project and marks will be allocated equally.

Peer Assessment Form: Assessment Criteria For Each Group Member/Group Project

<table>
<thead>
<tr>
<th>Your Name:</th>
<th>Rating Scale 0 (nil) – 10 (excellent)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Name</td>
</tr>
<tr>
<td>Content provided on time</td>
<td></td>
</tr>
<tr>
<td>Content quality and quantity</td>
<td></td>
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<tr>
<td>Development of argument/ideas</td>
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<tr>
<td>Writing up and editing</td>
<td></td>
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<tr>
<td>Effective participation in group meetings</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>
Electronic Journals (accessed via the Library):

Researching your essays, presentations and projects is an important component of your academic study. There are many journals available for you to access via Macquarie’s electronic library services. Use the search function to search for articles on specific topics, eg. Performance Management. Alternatively select specific journals, eg. HRM Journal and work back through the index looking for articles related to your research topic. If you are in a particular industry you may also find journals not listed below which publish material related to managing people in that industry. The library databases have many industry specific journals, eg. Health Care, Hospitality Management etc.

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

Singapore Management Review; Singapore

Sloan Management Review; Cambridge

Strategic Management Journal; Chichester

**WebSites:**

http://www.xperthr.co.uk/researchviewpoint/rv.asp very useful research summary site

http://www.peoplemanagement.co.uk/ A general HR site maintained by the UK CIPD

http://www.zigonperf.com/resources/pmnews.html A site looking at performance management

http://www3.hr.com US based general site – needs membership login

http://www.iir.cornell.edu/irra/ One of the several sites maintained by Cornell.

http://www.workindex.com/ An excellent site to search for HR info. Many links.

http://www.nbs.ntu.ac.uk/staff/lyerj/list/HROMT.HTM HR and organisational theory behaviour site with good links.

http://www.irhm.com/ This site has some good links in the “on the web” section.

http://www.teleport.com/~erwilson/links.html This is a fantastic site. Click on the HR links section and the world of HR on the net is yours. Whatever topics you are looking at in HR try here first if you want something off the Net.

http://www.mcb.co.uk/ A service of MCS Publishers, a large academic publisher


http://workforceonline.com/ An American HR site with a very useful research centre and a good example of internet based HR services and applications.


Also search the websites of well known consulting organisations such as Watson Wyatt, PWC, Deloitte, Hewitt Associates and recruitment companies such as Hudson.
### Course Program 2009

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Lecture</th>
<th>Group Project presentation schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5/8</td>
<td><strong>Introduction.</strong> Organisation of unit. Resources and requirements Group X’cise: What are the key issues facing HR?</td>
<td>Formation of 10 x project work groups.</td>
</tr>
<tr>
<td>2</td>
<td>12/8</td>
<td><strong>Lecture 2. HR as Change Agent</strong> Guest speaker: Alicia Purcell – People and Culture Strategy and Insights leader Lion Nathan</td>
<td>Group exercise No group Project update presentation</td>
</tr>
<tr>
<td>3</td>
<td>19/8</td>
<td><strong>Lecture 3. Industrial Relations</strong> Key Issues</td>
<td>Group 1 update presentation</td>
</tr>
<tr>
<td>4</td>
<td>26/8</td>
<td><strong>Lecture 4. Strategic HRM</strong> Guest Speaker: Melanie O’Connor – Managing Director The Academy Network</td>
<td>Group 2 update presentation</td>
</tr>
<tr>
<td>5</td>
<td>2/9</td>
<td><strong>Lecture 5 Strategic HRM</strong> Case Study</td>
<td>Group 3 update presentation</td>
</tr>
<tr>
<td>6</td>
<td>9/9</td>
<td><strong>Lecture 6. Performance Management – Key Issues Case Study</strong></td>
<td>Group 4 update presentation</td>
</tr>
<tr>
<td>7</td>
<td>16/9</td>
<td><strong>Lecture 7: Key Issues in Learning and Development</strong> Guest speaker: Elana Moont – Director, Eventity</td>
<td>Group 5 update presentation</td>
</tr>
<tr>
<td>8</td>
<td>7/10</td>
<td><strong>Lecture 8. Recruitment and Selection</strong> Guest Speaker: Bruce Watt – Managing Director DDI</td>
<td>Group 6 and 7 update presentation</td>
</tr>
<tr>
<td>9</td>
<td>14/10</td>
<td><strong>Lecture 9 – EOWA -EEO</strong> Guest Speaker: Mairi Steele – Acting Director EOWA</td>
<td>Group 8 update presentation</td>
</tr>
<tr>
<td>10</td>
<td>21/10</td>
<td><strong>Lecture 10 – Workplace Health and Safety</strong> Guest Speaker: TBA</td>
<td>Group 9 update presentation</td>
</tr>
<tr>
<td>12</td>
<td>28/10</td>
<td><strong>Lecture 11. Reward and Recognition</strong> Guest Speaker: Hay group</td>
<td>Group 10 update presentation Group report due today</td>
</tr>
<tr>
<td>11</td>
<td>4/11</td>
<td><strong>Lecture 12 Leadership</strong> Guest speaker: Felicity Hudson - Director Nousgroup</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>11/11</td>
<td><strong>Lecture 13</strong> Course Summary and Conclusions. Revision. Exam Briefing</td>
<td></td>
</tr>
</tbody>
</table>