MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT GUIDE

Year and Semester: Semester 1, 2011
Unit convenor: A/Prof Paul J. Gollan
Unit Leader: Graham Evans

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 examines the role of workplace relations within contemporary human resources practices as well as in the context of its regulatory, social and economic role in Australian society. The status of the relationship between employers and their staff at any workplace is to a considerable extent reliant upon the interplay of various components of workplace relations theory and practice. These include the current Australian workplace relations system, otherwise known as Fair Work Australia, as well as practice areas including enterprise bargaining and negotiation, performance management, occupational health and safety, recruitment and selection and the processes for dealing with terminations and dismissals. The roles of key stakeholders in workplace relations, including employees, unions, employers, employer associations, the Government and community are examined in terms of the synergies and conflicts that characterise their relations with each other.

• This unit is worth 3 credit points.

TEACHING STAFF

Lecturer: Graham Evans
Email: Graham.Evans@mq.edu.au
Phone: 1300 85 17 20 – email preferable

Tutor: Vera Babicheva
Email: Vera.Babicheva@mq.edu.au

Guest Lecturer: Jonathan Hamberger, Senior Deputy President of Fair Work Australia

CONSULTATION TIMES

Fridays 3.00pm – 4.00pm at level 6, Bldg E4A. Room 642. Please arrange appointment via email: graham@mercurylaw.com.au
Otherwise via arrangement. Please contact the Lecturer via email to organize such. You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct any consultations by email. You may, however, phone staff during their consultation hours.

Students experiencing significant difficulties with any topic in the unit must seek assistance immediately and not wait until the exam period to raise issues.

**CLASSES**

- The format for the sessions will be three hours of face to face teaching each week consisting of a two hour lecture and a one hour tutorial.

- The timetable for classes can be found on the University website at: [http://www.timetables.mq.edu.au](http://www.timetables.mq.edu.au)

- Students must attend at least 80% of classes. A roll of tutorial attendance will be kept and students must sign this each tutorial.

- Students MUST attend the tutorial assigned unless given permission by Lecturer or Tutor, in special circumstances

- There will be no tutorials in Week 1 (25-02-11)

**PRIZES**

- TBA

**REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS**

**Prescribed Text:**


**Recommended Texts:**


**Other useful sources:**

Note: Students are expected to have read daily newspapers and magazines prior to lecture each week, especially i.e. Australian Financial Review, The Australian; The Sydney Morning Herald, The Age, BRW, Time; etc. Professional journals such as HR
Monthly, Human Resources Leader and CCH Work Alert have useful articles on workplace and employment relations

There will be at the beginning of each lecture a session (facilitated by the lecturer) discussing the workplace relations oriented news of the week. The expectation is that all students will be contributing via discussion of such events.

**TECHNOLOGY USED AND REQUIRED**

- Students are required to learn how to use power point, word processing and blackboard.

**UNIT WEB PAGE**

The web page for this unit can be found at: Blackboard [http://learn.mq.edu.au](http://learn.mq.edu.au)

**LEARNING OUTCOMES**

The learning outcomes of this unit are:

1. Identify and define key terms, concepts, frameworks, models and theories discussed and explored in workplace relations literature;

2. Understand the key component areas comprising workplace relations in the Australian context and the ways these are viewed by the various stakeholders;

3. Gain practical knowledge and experience in how the workplace relations system works.

**GRADUATE CAPABILITIES**

Human resources graduates are expected to know the following discipline specific knowledge and skills upon graduation. This unit contributes to this learning by helping student develop capability significantly in number 1, 2 and 6 below (italicised).

1. Understand the relevance of contemporary HR systems and functions to employment relationship and to organisational effectiveness

2. Critically evaluate the role and changing nature of government employers and employees and their representatives in the field of employment and industrial relations policy and practice.

3. An ability to enhance human capital through effective and sustainable recruitment and selection practices

4. An appreciation of key learning and cognition theories and how they link and inform effective human resources development practices
5. Critically analyse factors impacting on an organisation's capacity to successfully manage their human resources in a global context

6. Evaluation of key developments in contemporary HRM theory with the intention to inform practice and devise strategic HRM practices that enhance the operations of diverse organisations.

7. Understand different theoretical perspectives and key principles of managing change effectively and critically assess the phenomenon of sustainability in the context of organisational change

8. Recognise the pivotal role of managing diversity, ethics and sustainability in contemporary organisations

In addition to the discipline based learning objectives above, Macquarie University also seek to develop the following generic capabilities in our graduates in order to address the challenges, and to be effective, engaged participants in their world.

This unit contributes to this learning by helping student develop generic skills number 2, 3 and 4 below (italicised).

1. Discipline Specific Knowledge and Skills
2. Critical, Analytical and Integrative Thinking
3. Problem Solving and Research Capability
4. Creative and Innovative
5. Effective Communication
6. Engaged and Ethical Local and Global citizens
7. Socially and Environmentally Active and Responsible
8. Capable of Professional and Personal Judgement and Initiative
9. Commitment to Continuous Learning

**TEACHING AND LEARNING STRATEGY**

You are expected to read and research each topic in advance, participate in class /tutorial discussions and to maintain a strong interest in current issues and changes in Human Resource Management.

The teaching program is set out below:

<table>
<thead>
<tr>
<th>Week</th>
<th>Week Beg.</th>
<th>Topic</th>
<th>Text Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>21/02</td>
<td>Intro to employment relations</td>
<td>Ch 1</td>
</tr>
<tr>
<td>2</td>
<td>28/02</td>
<td>The govt and employment relations</td>
<td>Ch 2</td>
</tr>
<tr>
<td>3</td>
<td>7/03</td>
<td>Guest Lecturer – Jonathan Hamberger (Snr Dep President of Fair Work Australia) Fair Work Australia: an overview</td>
<td>Ch 12</td>
</tr>
<tr>
<td>4</td>
<td>14/03</td>
<td>Employer Associations</td>
<td>Ch 3</td>
</tr>
<tr>
<td>5</td>
<td>21/03</td>
<td>Trade Unions and Employee Representation</td>
<td>Ch 4</td>
</tr>
<tr>
<td>Week</td>
<td>Date</td>
<td>Topic</td>
<td>Chapter</td>
</tr>
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<tr>
<td>6</td>
<td>28/03</td>
<td>Enterprise bargaining and negotiation</td>
<td>Ch 5</td>
</tr>
<tr>
<td>7</td>
<td>04/04</td>
<td>Employing people</td>
<td>Ch 6</td>
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<tr>
<td></td>
<td>11April-18April</td>
<td><strong>Mid-semester Break</strong></td>
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<tr>
<td>8</td>
<td>25/04</td>
<td>Performance management &amp; employment relations</td>
<td>Ch 7</td>
</tr>
<tr>
<td>9</td>
<td>02/05</td>
<td>Rewarding people</td>
<td>Ch 8</td>
</tr>
<tr>
<td>10</td>
<td>09/05</td>
<td>Developing people</td>
<td>Ch 9</td>
</tr>
<tr>
<td>11</td>
<td>16/05</td>
<td>Managing occupational health &amp; safety</td>
<td>Ch 10</td>
</tr>
<tr>
<td>12</td>
<td>23/05</td>
<td>Managing dismissals</td>
<td>Ch 11</td>
</tr>
<tr>
<td>13</td>
<td>30/05</td>
<td>Labor’s workplace relations reforms: an overview - Course Review</td>
<td>Ch 12</td>
</tr>
</tbody>
</table>

**TUTORIAL SESSIONS:**
In week 2 Tutorials, the tutorial content will be available on Blackboard. Groups for presentations (see Assessment guidelines) will be formed from students within that tutorial and such group member details will be emailed to the tutor by no later than week 4, containing all group members full names and student numbers.

It is strongly encouraged that group members exchange phone contact details and email addresses.

**RESEARCH AND PRACTICE**
- This unit uses research by:
  - External researchers

- This unit uses research from the following journals:
  - Journal of Industrial Relations
  - Asia Pacific Journal of Human Resources

- This unit gives you practice in applying research findings in your assignments

**RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES**
The assessments for this subject are to help you learn the broad issues and contexts of the theoretical aspect of the course and apply them to real work environments. There are individual components which allow you to demonstrate your ability to analyse information through a Case Study and relate it to your
reading, course materials and class discussions. The final examination allows you to articulate what you have learned during the semester. The other assessments are group and individual based and help you to learn to work as a team and develop your interpersonal skills including speaking in public. Our aim is to encourage you to study throughout the semester not just cram at the end so that learning becomes fun and not overly stressful around exam time. The examination will address all the materials covered during the semester but more detailed directions will be given during the lectures and tutorials.

**ASSESSMENT**

The assessment will be continuous and designed to test the students understanding of strategy along the learning taxonomy scale including knowledge, comprehension and application.

**Marks will be allocated on the following basis:**

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Presentation</td>
<td>20</td>
</tr>
<tr>
<td>Individual Written Assessment</td>
<td>20</td>
</tr>
<tr>
<td>Final Exam</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total Marks</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**Points to note about these assessments:**

1) You will need to allow at least three hours of reading per week to prepare for class including course notes and your own research. **Good preparation leads to good outcomes.**

2) Students must complete all components of the course to register a pass or better grade. **A student could fail the unit by failing the exam even though the other assessments achieved a pass grade.**

3) Please note that pressures relating to work are generally not considered as legitimate reasons for not attending or completing a mandatory component of the course.

4) Students must attend at least 80% of classes. A roll of tutorial attendance will be kept and students must sign this each tutorial.

5) **Tutorials where group presentations are to be delivered, the expectation is for all students to attend and participate in the discussion after the presentation/s.**

**Assessments:**

1. **Individual Assignment: Value 20%**

In essay format, answer the following:

‘Despite steep declines in membership over the years, trade unions remain a major player in Australian workplace relations.'
Outline the key areas of involvement by trade unions in the Australian system – (1) by the ACTU and (2) by any nominated union at the workplace level.

Discuss how both the ACTU and your nominated union could go about increasing the levels of union membership.’

The essay will be handed into BESS in the HRM 201 marked letterbox in Week 8 no later than 6pm on Friday 29th of April, 2011. It must have attached an individual cover sheet which can be downloaded from the BESS website located at: http://www.businessandeconomics.mq.edu.au/current/undergraduate/bess

As a general rule late submission of assessments is not acceptable, however if you do have extenuating circumstances you must inform the lecture Prior to the due date. Otherwise late submissions will attract a penalty of a 10% deduction per day of the mark awarded.

2. Group Presentations (Week 6-12 tutorials)

You are to form groups of no more than 5 students, then notify the tutor of group member names and student numbers by email (no later than week 4). Each group is required to prepare a presentation on a topic; topic lists will be handed out in week 2 tutorials by the tutor. (Only one group per tutorial can present and research the chosen topic, which will be allocated on a first come first served basis)

Students must attend at least 10 of the 12 tutorials – failure to do so will lead to major deduction of group-work contribution.

3. Final Examination

A final examination is included as an assessment task for this unit to provide assurance that:
   i) the product belongs to the student and
   ii) the student has attained the knowledge and skills tested in the exam.

A 3-hour final examination for this unit will be held during the University Examination period.
The University Examination period in First Half Year 2011 is from 6 to 24 June.

Successful completion of the unit is conditional on a satisfactory assessment in the final exam.

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.

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

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.
# Relationship Between Assessment and Learning Outcomes

The assessment of the course has the following components:

<table>
<thead>
<tr>
<th>Component</th>
<th>Individual Assignment (20%)</th>
<th>Group Presentations (20%)</th>
<th>Final exam (60%)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>1200 word (max) essay on a question to be advised in Week 1.</td>
<td>Presentation is for 15 minutes on a topic from the textbook followed by 5 minutes of class questions.</td>
<td>The duration of the exam is 3 hours plus 10 minutes held during the exam period. 2 mandatory questions to be answered – no choice.</td>
<td></td>
</tr>
<tr>
<td>Due date</td>
<td>Week 8 no later than 6pm on Friday 29th of April, 2011.</td>
<td>Group presentations in Tutorial classes to commence from Week 6.</td>
<td>Please check the exam timetable for location and time.</td>
<td></td>
</tr>
</tbody>
</table>
| Marking criteria/standards & expectations | - Demonstrated research has been undertaken  
- Evidence that the student has read widely on the topic, from all types of sources (and not just the textbook) ie, journals, FWA, cases, newspapers and electronic sources  
- Clarity of argument and discussion  
- Presentation style, including grammar, spelling and proofreading | - Each group member MUST present to the rest of the class and all should be prepared to answer questions from the class/and or tutor at the conclusion of the presentation. The use of presentation aids is encouraged, but emphasis should be placed on important material researched and use of organisational examples.  
- The presentation is not a | - Evidence that the student has read widely on the topic, from all types of sources (and not just the textbook) ie, journals, FWA, cases, newspapers and electronic sources  
- Clarity of argument and discussion  
- Presentation style, including grammar, spelling and proofreading |
<table>
<thead>
<tr>
<th>Individual Assignment (20%)</th>
<th>Group Presentations (20%)</th>
<th>Final exam (60%)</th>
<th>Total</th>
</tr>
</thead>
</table>
| - Use of the Harvard Reference System (not footnoting)  
- Bibliography and/or Reference list (minimum 8 references required)  
This is an early warning test to assess understanding of the concepts of the course and that students have been studying. | stage show but getting and maintaining the interest of the audience will be expected and forms a major part of the mark | | |
| Submission method | Via BESS in the HRM 201 marked letterbox. It must have attached an individual cover sheet which can be downloaded from the BESS website. | All power point presentations must be emailed to tutor 24 hours prior to presentation. Hard copy of presentation must be given to tutor at time of presentation. | n/a |
| Feedback | Verbal and written feedback will be given in Week 11. | Verbal feedback will be given to each group the week after presentation. | n/a |
| Estimated student workload (hours) | 35 hours | 25 hours | 50 hours | 110 hours |

**Learning outcomes assessed:**

1. Identify and define key terms, concepts, frameworks, models and theories often discussed to in | 10 | 20 | 30% |
<table>
<thead>
<tr>
<th></th>
<th>Individual Assignment (20%)</th>
<th>Group Presentations(20%)</th>
<th>Final exam (60%)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>workplace relations literature.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Understand how workplace relations contributes to overall organizational management success, employee wellbeing and workplace effectiveness</td>
<td></td>
<td>5</td>
<td>20</td>
<td>25%</td>
</tr>
<tr>
<td>3. Understand the dynamic nature of stakeholders within workplace relations and how conflict can have positive, as well as negative, impacts on different parties</td>
<td>5</td>
<td>5</td>
<td>20</td>
<td>30%</td>
</tr>
</tbody>
</table>

**Graduate capabilities assessed:**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th>5</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Problem Solving &amp; research capability</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Creative and innovative</td>
<td></td>
<td></td>
<td>5</td>
<td>5%</td>
</tr>
<tr>
<td>3. Effective communications</td>
<td></td>
<td></td>
<td>5</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>20%</td>
<td>20%</td>
<td>60%</td>
<td>100%</td>
</tr>
</tbody>
</table>
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:

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/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/procedure.html

**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

**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 utilising 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 unit 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.