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 or graham@tels.com.au
Phone: 1300 85 17 20 – email preferable

Tutor: Jodi Dickson
Email: Jodi.Dickson@mq.edu.au

Guest Lecturers:
Jonathan Hamberger, Senior Deputy President of Fair Work Australia,
Steve Turner, Assistant Secretary, PSA

Another guest speaker is normally arranged.
CONSULTATION TIMES

Mondays 3.00pm – 4.00pm at level 6, Bldg E4A. Room 642. Please arrange appointment via email: graham@tels.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

- 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 (01-08-11)

PRIZES

- Suncorp Prize

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

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 Beg.</th>
<th>Topic</th>
<th>Text Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 01/08</td>
<td>Intro to employment relations</td>
<td>Ch 1</td>
</tr>
<tr>
<td>2 08/08</td>
<td>The govt and employment relations</td>
<td>Ch 2</td>
</tr>
<tr>
<td>3 15/08</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 22/08</td>
<td>Employer Associations</td>
<td>Ch 3</td>
</tr>
<tr>
<td>Week</td>
<td>Date</td>
<td>Topic</td>
</tr>
<tr>
<td>------</td>
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<td>------------------------------------------</td>
</tr>
<tr>
<td>5</td>
<td>29/08</td>
<td>Trade Unions and Employee Representation</td>
</tr>
<tr>
<td>6</td>
<td>05/09</td>
<td>Enterprise bargaining and negotiation</td>
</tr>
<tr>
<td>7</td>
<td>12/09</td>
<td>Employing people</td>
</tr>
<tr>
<td></td>
<td>19/09-30/09</td>
<td><strong>Mid-semester Break</strong></td>
</tr>
<tr>
<td>8</td>
<td>03/10</td>
<td>No lectures – public holiday</td>
</tr>
<tr>
<td>9</td>
<td>10/10</td>
<td>Performance management &amp; employment relations</td>
</tr>
<tr>
<td>10</td>
<td>17/10</td>
<td>Rewarding people</td>
</tr>
<tr>
<td>11</td>
<td>24/10</td>
<td>Managing occupational health &amp; safety</td>
</tr>
<tr>
<td>12</td>
<td>31/10</td>
<td>Managing dismissals</td>
</tr>
<tr>
<td>13</td>
<td>07/11</td>
<td>Course Review</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 5, 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>Initial test</td>
<td>10</td>
</tr>
<tr>
<td>Group Presentation</td>
<td>15</td>
</tr>
<tr>
<td>Individual Written Assessment</td>
<td>25</td>
</tr>
<tr>
<td>Final Exam</td>
<td>50</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. **Early semester test: Value 10%**
The quiz will be held at the start of the Lecture in Week 5 i.e. on 29 August, 2011 at 6.00pm. **Attendance at this test is compulsory.** It will consist of 25 multiple-choice and short response questions and you will have 55 minutes in which to complete your answers. The questions will be based on the lecture topics from week 1 to week 4, inclusive.

2. **Individual Assignment: Value 25%**

In essay format, answer the following:

‘It has been said that workplace relations in Australia is a battle between the pluralist and unitarist frames of reference.

Evaluate this statement and provide at least 3 examples of these differences drawn from topics covered in the course.

**Referencing.** You are required to acknowledge the source of all ideas an expressions used in written submitted work. To provide adequate documentation is not only an indication of academic honesty, but also a courtesy, enabling the marker to consult sources with ease. Failure to acknowledge sources could constitute plagiarism, which may be subject to a charge of Academic Misconduct.

The referencing system for this unit is Harvard author-date, in-text referencing. Your reference list should also be in Harvard style and no other form of referencing (e.g. footnotes or endnotes) should be used. You will be expected to make reference to at least eight (8) non-text book references for your assignment, including four (4) from academic journals.

The essay will be handed into BESS in the HRM 201 marked letterbox in Week 8 no later than 4pm on **Tuesday 4th of October, 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](http://www.businessandeconomics.mq.edu.au/current/undergraduate/bess)

**An identical, electronic copy of your essay must be uploaded to Turnitin** on the course website by 2400 hours on the due date. This software reviews the submitted work against published material and other submitted work. Failure to upload your essay will be regarded as a ‘failed to submit’ and a zero mark will be recorded. You will be unable to upload after 2400 hours as the system will lock you out. All written assessments must also be submitted online, using Turnitin software.

Papers submitted will remain in the Turnitin database for an undisclosed period and papers may be used by others to determine the academic misconduct of other individuals. This may occur as long as the paper remains in the Turnitin database. Therefore, to protect your privacy, personal details such as your name and/or contact details that can be used to identify you, should not be included in your uploaded papers. Use only your student ID when you upload your papers
Turnitin stores the document both in its original form and in an ‘electronic fingerprint’ form. The electronic fingerprint of the document is used to compare against other documents submitted to Turnitin. The original form of the document is only available to the original author and the lecturer of the course to which the document was submitted. Neither Macquarie University nor Turnitin administration staff are able to view uploaded assignments.

After submission, you will be able to view the Turnitin results and you will be able to resubmit until the deadline.

PLEASE NOTE: Your uploaded essay must be identical to the hard copy you submit in tutorial. Any differences in the hard copy submitted and the e copy uploaded will be regarded as Academic Misconduct and you may be subjected to disciplinary action.

Requests for late submission of assignments must be made in writing to the Unit Convenor at least three days before the assignment is due and must be supported by credible documentation (e.g. medical certificate). In the interests of equity, requests for late submission will only be granted in extenuating circumstances such as serious illness, misadventure or bereavement. Otherwise, late submission of assignments will incur a penalty of 10% of the assignment mark per day. Please note that a weekend represents 2 days. Assignments will not be accepted after 3 days of the due date.

3. Group Presentations (Week 6-12 tutorials): Value 15%

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 5). 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 can present and research each 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.

Group presentations are to deal with an aspect or aspects of a text-book topic in a more detailed manner. They are designed to allow students to deal with emerging trends and to provide examples of actual workplace relations practices. It is expected that group presentations will include references to sources.

Electronic copies of presentations must be provided to the tutor prior to the presentation and a hard copy of the presentation must be provided to the tutor at the time of the presentation.

4. Final exam: Value 50%

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 2-hour final examination (with ten minutes reading time) for this unit will be held during the University Examination period. The final exam will consist of two compulsory questions. The University Examination period in Second Half Year 2011 is from 14 to 25 November, 2011.

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](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.mq.edu.au/policy/docs/special_consideration/procedure.html](http://www.mq.edu.au/policy/docs/special_consideration/procedure.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.

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](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

<table>
<thead>
<tr>
<th>Assignment Task 1</th>
<th>Assignment Task 2</th>
<th>Assignment Task 3</th>
<th>Assignment Task 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title/Name</strong></td>
<td>Early semester test</td>
<td>Individual assignment</td>
<td>Topic presentation + report</td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>Multiple choice and short response quiz as early, low risk diagnostic task</td>
<td>1200 word (max) essay on a question set out in Outline</td>
<td>Group research, 15 minute presentation and report.</td>
</tr>
<tr>
<td><strong>Due date</strong></td>
<td>Week 5 lecture – 29 August</td>
<td>Week 8 no later than 4pm on Tuesday 4(^{th}) of October, 2011.</td>
<td>Tutorials from Week 6.</td>
</tr>
<tr>
<td><strong>Weighting</strong></td>
<td>10%</td>
<td>25%</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Grading method</strong></td>
<td>Chapters 1 to 4 will be examined – 1 hr exam</td>
<td>Assessed on coverage of question, quality of analysis &amp; use of reference sources.</td>
<td>Assessed quality – research, presentation + report</td>
</tr>
<tr>
<td><strong>Submission method</strong></td>
<td>During lecture period</td>
<td>To BESS (E4B) by 4pm on Tuesday 4(^{th}) October, 2011 AND to Turnitin.</td>
<td>During tutorials</td>
</tr>
<tr>
<td><strong>Feedback</strong></td>
<td>Marks posted to Blackboard, verbal feedback to class.</td>
<td>Written individual and group feedback given in class</td>
<td>Verbal feedback given at following tutorial</td>
</tr>
<tr>
<td><strong>Estimated student workload</strong></td>
<td>10 hours</td>
<td>25 hours</td>
<td>12 hours</td>
</tr>
<tr>
<td><strong>Learning outcomes assessed</strong></td>
<td>Understand the fundamental theoretical models of workplace relations in Australia and the systems that support this.</td>
<td>Evaluation of theoretical frames of reference for workplace relations.</td>
<td>Understanding of practical applications of workplace relations theories and practise.</td>
</tr>
<tr>
<td><strong>Graduate capacities assessed</strong></td>
<td>Discipline specific knowledge and skills (10%)</td>
<td>-Discipline specific knowledge and skills (5%) -Critical, analytical &amp; integrative thinking (10%) -Problem solving and research capability (5%) -Effective communications (5%)</td>
<td>-Discipline specific knowledge and skills (5%) -Critical, analytical &amp; integrative thinking (5%) -Effective communications (5%)</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: 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/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.