

BMA121/221
Management of Human
Resources

Semester 5, 2008

This unit will be offered in:

Hobart

The lecturer responsible for this unit is:

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<http://www.utas.edu.au/mgmt/student.htm>

Introduction to the Unit

The effective management of human resources is becoming an increasingly vital concern in organisations, whether they are professional practices employing only a few staff, multinational corporations, public sector or not-for-profit organisations.

A major reason for this concern is the awareness of how important the effective management of human resources is for organisations to achieve their objectives, and those of their employees. Therefore, sound understanding of human resource principles and how to effectively implement human resource policies and procedures is of importance to human resource specialists, as well as for line managers with people management responsibilities.

Sound human resource management requires a thorough knowledge of, and skills in, the various people management functions, together with the ability to weld these functions into a carefully planned, well-integrated programme focused on the achievement of the objectives of the organisation.

Enrolment in the unit

Unless there are exceptional circumstances, students should not enrol in BMA Spring/Summer School units after the end of the first week of classes, as the School cannot guarantee:

- that any extra assistance will be provided by the teaching team in respect of work covered in the period before enrolment; and
- that penalties will not be applied for the late submission of any piece or pieces of assessment that were due during that period.

Learning Outcomes

On completion of this unit, you should be able to:

- Describe how principal elements of human resource management impact on organisations, employees and society.
- Analyse strategies for the attraction, development, remuneration and retention of employees.
- Identify the legal and management principles associated with employee relations, equal employment opportunity, managing workplace diversity and maintaining a safe working environment.
- Discuss the theory and practice of training and developing people.
- Demonstrate an understanding of measuring employee performance.
- Understand different strategies and techniques for remunerating and rewarding employees and assess their relevance in today's economic and social environment.
- Understand the changing legal and organisational contexts related to the management of employee relations.

Generic Graduate Attributes

The University has defined a set of generic graduate attributes (GGAs) that can be expected of all graduates (see <http://www.utas.edu.au/tl/policies/index.htm>). By undertaking this unit you should make progress in attaining the following attributes:

Knowledge

- Identify the principal elements of human resource management and explain their relationship to the management of organisations.
- Apply human resource management principles and theory to practical situations.

- Use a range of skills to research, analyse and evaluate relevant literature for the purpose of undertaking tutorial presentations, writing essays and answering examination questions.

Communication Skills

- Demonstrate verbal and written communication skills.
- Present reasoned, coherent arguments in tutorials, essays and examination responses.

Problem Solving Skills

- Conceptualise problems related to human resource management issues and present possible solutions.
- Locate and use relevant academic information for preparation as well as in answering tutorial questions and essay assignments.

Global Perspective

- Demonstrate cultural sensitivity in managing people in organisational settings.

Social Responsibility

- Consider the ethical dimensions of managing employees.

Co-requisite

BMA101 Introduction to Management.

Texts

Prescribed Text

Nankervis, A., Compton, R.L. & Baird, M. 2008. *Human resource management: Strategies & processes* (6th ed.). South Melbourne: Thomson Learning.

School Publications

Students must obtain the following electronic publications which are available from the School of Management website: <http://www.utas.edu.au/mgmt/student.htm>

Writing Assignments: A Guide

School of Management Referencing Style

Recommended Reading

The publications listed below are highly recommended for further reading on the topics covered in the unit.

Books (Australian focus)

DeCieri, H. & Kramar, R. 2008. *Human resource management in Australia: Strategy, people, performance* (3rd ed.). North Ryde, NSW: McGraw-Hill.

Dessler, G., Griffiths, J. & Lloyd-Walker, B. 2007. *Human resource management* (3rd ed.). Frenchs Forest, NSW: Pearson.

Hartel, C. E. J., Fujimoto, Y., Strybosch, V. E. & Fitzpatrick, K. 2007. *Human resource management*. Frenchs Forest: Pearson.

Stone, R.J. 2008. *Managing human resources* (2nd ed.). Brisbane: John Wiley.

Stone, R.J. 2008 *Human resource management*. (6th ed.). Brisbane: John Wiley.

Wiesner, R. & Millett, B. 2003. *Human resource management: Challenges and future directions*. Milton, Qld: John Wiley.

International focus

Di Nisi, A. & Griffin, R. 2008. *Human resource management* (3rd ed.). Boston: Houghton Mifflin.

Jackson, S. E. & Schuler, R. S. 2006. *Managing human resources*. Mason, OH: Thomson

Leopold, J., Harris, L. & Watson, T. 2005. *The strategic managing of human resources*. London: Prentice Hall/Financial Times.

Marchington, M. & Wilkinson, A. 2005. *Human resource management at work: People management and development*. London: CIPD.

Mello, J. A. 2006. *Strategic human resource management* (2nd ed.). Mason, OH: Thomson.

Mondy, R. & Noe, R. 2005. *Human resource management* (9th ed.). Upper Saddle River, N.J.: Pearson.

Pilbeam, S. & Corbridge, M. 2006. *People resources: Contemporary HRM in practice*. London: Prentice Hall.

Redman, T & Wilkinson, A. 2006. *Contemporary human resource management – text and cases* (2nd ed.). London: Prentice Hall

Journals and Periodicals

Journals

Apart from books, you will find it valuable to get into the practice of reading relevant articles from journals such as the following (this list is indicative as there are hundreds of academic journals that include articles relevant to the study of Human Resources).

Academy of Management Journal

Academy of Management Review

Asia Pacific Journal of Human Resources

Human Resource Management

Human Resource Management Journal

Human Resource Planning

International Journal of Human Resource Management

Journal of Human Resources

Journal of Industrial Relations

Journal of Organisational Behaviour

Personnel Psychology

Personnel Review

Public Personnel Management

Periodicals (not academic references)

Periodicals including newspapers and magazines contain useful and often contain current information that provides a good supplement to academic journals. Some examples are:

Australian Financial Review

Business Review Weekly

Canadian HR Reporter

HR Focus

HR Monthly

Personnel Today

Spring Semester Structure

The Spring Semester consists of two compacted study sessions. The first session runs from 8 December to 12 December, 2008—with 3 to 3.5 hours per unit per day. The second session runs from 12 January to 16 January, 2009—again with 3 to 3.5 hours per unit per day.

Students are expected to have completed the relevant reading prior to attending the study sessions. Students are also encouraged to devise a study schedule involving progressive reading of textbooks in preparation for class work and assignment requirements.

Flexible Learning: MyLO

MyLO software has been incorporated into the delivery of this unit to enhance the learning experience by providing access to up to date course materials and by allowing for online discussion through this web-based environment. Specific periods for interactive online discussions each week be set following feedback through MyLO in week 2.

To access MyLO from your own computer you will need the appropriate software, and hardware to run that software. See **Learning Online** at <http://uconnect.utas.edu.au/> for computer software you will need.

Note: Older computers may not have the hardware to run some of the required software applications. Contact your local IT support person or the Service Desk on 03 6226 1818 if you experience difficulties. The School of Management has prepared a MyLO Information Sheet which includes access guidelines and contact information. It is available to download as a word document from the School of Management website: <http://www.utas.edu.au/mgmt/student.htm>

Privacy Policy and Notice

The School of Management takes the utmost care to protect the privacy and security of your personal information and to ensure its accuracy.

If you have any concerns about your privacy in MyLO please contact the lecturer-in-charge of this unit or view the University of Tasmania MyLO Privacy Policy Statement available from the university website on <http://www.utas.edu.au/coursesonline/privacy.htm>.

Assessment

In order to pass this unit you must achieve an overall mark of at least 50 per cent of the total available marks. Details of each item of Coursework are provided in the Assignment Topics section.

Method of Assessment	Value	Due Date	Length*
Coursework			
In class test	15	12 December 2008	1 hour
Written Assignment	20	12 January 2009	2,000 words*
Presentations	15	13, 14, or 15 January 2009	Up to 12 minutes (during class) + 500 words*
Examination	50	Exam Period	3 hours
Total Marks	100		

* **Word Limit:** The word count includes such items as headings, in-text references, quotes and executive summaries. It **does not** include the reference list at the end of the assignment.

Examination

Format

The three-hour exam is worth 50 marks, it is in two sections:

Section A consists of two compulsory questions drawn from a case study (20 marks);

Section B consists of a choice of three essay questions (each worth 10 marks) from a choice of six (30 marks).

Scheduled date and place

Your final examination for this unit will be held during the scheduled examination period as indicated by Student Administration in correspondence to you.

Examinations will normally be scheduled Monday to Saturday inclusive. Examinations may be held during the day or evening and students should consult the university information which will be made available towards the end of semester.

You are advised to make any necessary arrangements with employers now for time off during examination period to sit this examination. Your participation at the scheduled time is not negotiable unless there are exceptional circumstances.

Note that you will be expected to sit the examination at your recorded study centre.

Supplementary Examination

Except in special circumstances and on the recommendation of the lecturer-in-charge or the Head of School, a student who fails will not be granted a supplementary examination.

Special Consideration and Student Difficulties

If a student is experiencing difficulties with their studies or assignments, have personal or life planning issues, disability or illness which may affect their course of study, they are advised to raise these with their lecturer in the first instance. Students may also contact the Catalyst Officer, who will be able to help in identifying the issues that need to be addressed, give general advice, assist by liaising with academic staff, as well as referring students to any relevant University-wide support services. The Catalyst Officer is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. There is also a range of University-wide support services available including Student Services, International Services and Learning Development. Please refer to the *Current Students* homepage at: <http://www.utas.edu.au/students/index.html>

Should a student require assistance in accessing the Library visit their website for more information at <http://www.utas.edu.au/library/>

Students who have completed their examinations and who feel that they have been disadvantaged due to illness or other circumstances affecting their study, may fill out a form to request that their lecturer takes this into consideration when marking the examination. Forms should be submitted directly to the relevant school, accompanied by appropriate supporting documentation, as soon as possible after the completion of the examination. Granting of special consideration is at the discretion of the lecturer and school. The relevant form can be found at the following website:

http://www.studentcentre.utas.edu.au/examinations_and_results/forms_files/index.htm#eits

Students with a non-English speaking background may be permitted to take a bilingual dictionary into an exam. This dictionary must not be annotated, that is, must have no notes written in it. In order to use a bilingual dictionary, students must request permission from the Student Centre.

Submission of Coursework

Lodging Coursework

All Coursework must have the School of Management Assignment Cover Sheet and Title Page attached. Both of these are available as a blank template from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

All assignments must include the tutor's name on the assignment Cover Sheets when they are handed in. If this is not done the assignment will not be accepted and therefore marked.

Please remember that you are responsible for lodging your Coursework on or before the due date. We suggest you keep a copy. Even in the most 'perfect' of systems, items sometimes go astray.

Note that you may also be required to submit an electronic copy of your Coursework. More details of this will be given in Lectures.

Hobart students: Lodge in assignment box next to School of Management Office, Room 321, Level 3, Commerce & Economics Building.

All coursework must be handed in by 2.00 p.m. on the due date.

Late Coursework

Written Work

Extensions will only be granted on medical or compassionate grounds and will not be granted because of work or other commitments. Requests for extensions should be **made in writing** to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the extension sought.

Late assignments which have not been granted an extension will, at the lecturer's discretion, be penalised by deducting ten per cent of total available marks for each full day overdue.

Assignments submitted more than six days late will normally not be accepted by the lecturer-in-charge.

Tests

Students who are unable to sit a test on medical or compassionate grounds (work or other commitments are not considered 'compassionate grounds') may request that they be permitted to submit alternative Coursework.

Please do not expect a special test to be held for you if you choose to go on holidays or undertake other activities on the scheduled date. If you do need to request alternative Coursework, you should do so in writing to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the request. The telephone number of the doctor should also be included.

Return of Coursework

Coursework will be returned during classes or it can be collected from the lecturer's or tutor's room at nominated times; it will not be available from the School's office.

Plagiarism

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own, for example:

- using an author's words without putting them in quotation marks and citing the source;
- using an author's ideas without proper acknowledgment and citation; or
- copying another student's work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines, and the academic integrity resources on the web at <http://www.utas.edu.au/tl/supporting/academicintegrity/index.html>.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University. Details of penalties that can be imposed are available in the Ordinance of Student Discipline—Part 3 Academic Misconduct, see <http://www.utas.edu.au/universitycouncil/legislation/ord9.pdf>

The University reserves the right to submit (or to require you to submit) assignments to online plagiarism detection software, and might then retain a copy of the assignment on its database for the purpose of future plagiarism checking.

Occupational health and safety (OH&S)

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University's policy at: http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf

Study Sessions

In this unit study sessions includes approximately 1.5 hours of lecture and 1.5 hours of class work per day. Note that class work is undertaken in the same room as the lecture. *It is expected that students will have prepared for the class work prior to attending.*

Students will be expected to work in groups to undertake case studies and set exercises, and to review any questions set for discussion.

Week 1

Session 1

8 December: Evolution of HRM (Chapter 1) & The Context of HRM (Chapter 2)

1. Read Exercise 1.1 on page 37 and answer question 4.
2. What are the qualities of an ideal worker and ideal employer in 2012?
3. In groups, using the library's data bases, source an academic and non academic reference for each of the topics areas for the individual essay.

Session 2

9 December: Legal Context (pages 60-63) HR Planning (Chapter 4) & Work Design Challenges (Chapter 5)

1. Conduct an environmental and competitive analysis for Tasmania Paradise using the headings in Exhibit 4.2 on page 116.
2. What factors covered in Chapter 5 do you think are important in designing a job that you would find rewarding?
3. Select one of the articles on HR Planning from MyLO and list at least 3 relevant academic references in the correct format as specified by the School of Management Referencing Style Guide.
4. What implications for human resource management do the recent changes in work place laws have on Australian workplace relations?

Session 3

10 December: EEO (See additional material); Attracting & retaining talent (Chapter 6)

1. Research a recent winner of a "Best employer" in Australia and explain the key HR related factors that contributed to winning the award.
2. Read News Report 6.4:189-191 and suggest a company brand for Tasmania Paradise.
3. Draft an advertisement for a position of Human Resources Manager at Tasmania Paradise.

Session 4

11 December: Effective Employee Selection (Chapter 7)

1. Due to increase in demand, particularly from Asian tourists, Tasmania paradise needs to hire 20 new staff: recommend a specific selection strategy.
2. Develop selection criteria for the position of lecturer in Human Resources at the University of Tasmania.
3. Look at the 10 interview questions provided in Exercise 7.1 on page 265 and rephrase the 4 questions allocated to you during Session 2.

Session 5

12 December: Developing HR in Organisations (Chapter 8)

1. Why should organisations spend money on training – why not select employees who already have all the skills the organisation needs? Consider this point of view in the context of Tasmania Paradise.
2. To what extent is training & development the responsibility of the organisation or the individual – consider the range of training and development activities covered in Chapter 8.

Week 2

Session 6

12 January 2009: Management of Performance (Chapter 9)

1. Read Case Study 9.1 on page 375 and answer both questions.
2. How could performance goals be set for the Human Resources manager at Tasmania Paradise?
3. Think of the last time you were dissatisfied with someone's performance either at work, university or felt let down by a close friend. Prepare appropriate feedback you would give to this person about their performance.

Session 7

13 January: Remuneration & rewarding employees (Chapter 10)

1. Get the pay right and everything else will follow. Discuss.
2. How would you implement either performance pay or a set of non-cash rewards in Tasmania Paradise?
3. How can large Australian organisations make remuneration internally equitable across all employees and still attract and retain top performing executives?

Session 8

14 January: Employment Relationship: Industrial Relations (Chapter 3) Managing OH&S (Chapter 11) Conflict & Negotiation processes (Chapter 12)

1. What general business and human resource factors would impact on a firm's approach to Industrial relations
2. Develop a simple strategy for reducing the costs of workplace deaths, accidents and disease in Tasmania by 20%.
3. Choose an OH&S issue for Tasmania Paradise and draft a brief strategy to improve performance in that area.
4. Is conflict inevitable and is it always bad for the employment relationship?

Session 9

15 January: HR Evaluation & Future Challenges (Chapters 13 & 14)

1. Suggest items to be included in a "balanced" HR evaluation for Tasmania Paradise.
2. How could the effectiveness of this Summer School program be appropriately evaluated?

Session 10

16 January: Review & Exam preparation

Assignment Topics

In class test

Due Date: In class Friday, 12 December 2008

Length: One hour

Value: 15 marks

Part A: Multiple choice: 20 questions worth five marks.

Part B: a choice of two out of four short answer questions, each worth five marks, for a total of ten marks.

It will cover chapters 1-2, 4-7 plus the material on EEO.

Assignment: Individual Essay

Due Date: 1pm, Monday 12th January 2009 (by agreement with the Lecturer, the assignment may be submitted electronically provided a hard copy is later supplied).

Length: 2,000 words maximum

Value: 20 marks

The expected number of references is at least eight (with a **minimum** of five of these being academic articles from Journals).

Australian organisations are facing challenges due to:

- An ageing workforce, partly due to a reduction of new employees entering the workforce;
- A continuing low proportion of women in senior management positions;
- Workers, particularly from Generation Y, seeking a better work-life balance.

Choose **one** of these areas and explain, using **real** organisations to illustrate your assignment, the implications for:

- (a) Strategic HR management, and
- (b) Recruitment practices.

A checklist for preparing your assignment

1. Understanding

You need to demonstrate a clear understanding of the major implication for the challenge you have chosen.

2. Analysis

Have you moved beyond simple descriptions? From the theoretical foundations, have you drawn conclusions, insights and implications relevant for the organisations you are using to illustrate your implications?

3. Synthesis

Have you carefully selected a wide range of texts and journals for your assignment preparation? You are expected to use the texts and additional readings, particularly relevant journal articles, for this unit.

4. Application

Have you demonstrated skills in applying theory to practice? Be sure to make extensive and appropriate use of theory that is consistent with the implications and organisations you are discussing.

Have you clearly answered the question? There are three parts to the answer;

- Clearly describe the challenge you have chosen and explain the reason for your choice
- Clearly explain the implications for workforce planning.
- Clearly explain the implications for selection practices.

5. References

In text: Using the author-date method of referencing, have you correctly cited all the authors whose work you have drawn upon?

Reference section: Have you correctly listed all references used throughout the body of your essay in an end reference list?

The range of references should go beyond the books and Journals listed in the Unit Outline. It is particularly important to demonstrate evidence of material integrated from a variety of sources to construct a sound, well-justified argument. The minimum number of academic references is 8; however, the quality and integration of the references is more important than the number of references.

6. Literacy

Is your assignment well organized? It should have a clear structure with appropriate headings.
Have you checked spelling, punctuation, grammar and sentence and paragraph formation?

Student Presentations

Due Date: 13, 14 or 15 January 2009

Length: Verbal presentation as set out below plus a 500 word individual written summary

Value: 15 marks

Students can choose one of three options (this will be done during session four on Thursday 11 December, 2008):

- In groups of four, give a 12-minute presentation on a topic to be agreed. The presentation must involve all students and each group must provide a signed “group contract” prior to delivering their presentation.
- In a pair conduct a role play of approximately six to eight minutes based on a scenario provided;
- Give an individual presentation of five minutes.

The presentation/role play is to be supported by a one-page individual handout for the class outlining the research done to support the content.

Presentation guidelines will be provided on MyLO

Study Schedule

Semester 5, 2008

Start of Week	Session One Topics	Chapter	Comments
8 December 2008	Evolution of HRM HRM in Context	1 2	Pages 1–60, 64-69
9 December 2008	Legal Context HR Planning Work Design Challenges	2 (part) 4 5	Pages 60-63 Pages 112–179
10 December 2008	EEO Attracting & Retaining Talent	6	Additional material provided Pages 180–223
11 December 2008	Selection	7	Pages 224–271
12 December 2008	Developing HR	8	Pages 272-321 Test during lecture period
Start of Week	Session Two Topics	Chapter	Comments
12 January 2009	Performance Management	9	Pages 322–381 Essay due 1pm
13 January 2009	Remuneration and Rewarding employees	10	Pages 382–437
14 January 2009	Industrial Relations OH&S Industrial Conflict & Negotiation	3 11 12	Pages 70–111 Pages 438–503
15 January 2009	HR Evaluation Future Challenges	13 14	Pages 506–554
16 January 2009	Review		