

BMA121/221
Management of Human
Resources

Semester 2, 2009

This unit will be offered in:

Hobart and Launceston

The lecturing team responsible will be:

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

Introduction to the Unit

The effective management of human resources is becoming an increasingly vital concern in organisations whether they be professional practices employing only a few staff, multinational corporations or governmental bodies. A major reason for this concern is the awareness of how costly the ineffective management of human resources can be, but coupled with this is a growing recognition of the positive role which well-managed human resources can play in increasing organisational effectiveness. Sound human resource management requires a thorough knowledge of, and skills in, the various personnel and industrial relations functions, together with the ability to weld these functions into a carefully planned, well-integrated program 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 units after the end of week 2 of Semester, 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.
- Identify the legal and management principles associated with workplace diversity and maintaining a safe working environment.
- Explain the objectives and processes of designing work and staffing organisations.
- Demonstrate an understanding of measuring employee performance.
- Discuss the theory and practice of training and developing human resources.
- Analyse wages theories and assess their relevance in today's economic environment.
- Detail the key aspects of managing employment 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 information for tutorials and essay assignments.

Global Perspective

- Demonstrate cultural sensitivity in managing people in organisational settings.

Social Responsibility

- Consider the ethical dimensions of managing employees.

Prerequisites

BMA101 Introduction to Management.

Texts

Prescribed Text

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

The previous edition of this book, Stone, R.J. 2006. *Managing human resources* (1st ed.). Brisbane: John Wiley, is quite similar to the prescribed text. Students may use the 1st edition, however they should be aware that disparities do exist and these may relate to the content of the unit. For those choosing to use the 1st edition, it is suggested that each chapter is compared to the 2nd edition and any changes noted; this is particularly the case with Chapter 12.

School Publications

Students must obtain the following electronic publications which are available from the School of Management website:

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

Writing Assignments: A Guide

Referencing Style Manual

Recommended Reading

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

Books

Beardwell, I., Holden, L. & Claydon, T. 2004. *Human resource management* (4th ed.). Harlow: Pearson.

Bratton, J. & Gold, J. 2003. *Human resource management: Theory and practice* (3rd ed.). London: MacMillan Press.

Brewster, C., Dowling, P., Grobler., Holland, P. & Warnich, S. 2000. *Contemporary issues in human resource management: Gaining a competitive advantage*. Cape Town: Oxford University Press.

- Clark, R. & Seward, J. 2000. *Australian human resources management: Framework and practice* (3rd ed.). Sydney: Irwin/McGraw-Hill.
- DeCieri, H. & Kramar, R. 2008. *Human resource management in Australia: Strategy, people, performance* (3rd ed.). Macquarie Park, NSW: McGraw-Hill.
- Dessler, G., Griffiths, J. & Lloyd-Walker, B. 2007. *Human resource management* (3rd ed.). Sydney: Prentice-Hall.
- Dessler, G. & Huat, T. C. 2006. *Human resource management. An Asian Perspective*. Singapore: Prentice-Hall.
- Hartel, C.E.J., Fujimoto, Y, Strybosch, V.E. & Fitzpatrick, K. 2007. *Human resource management: Transforming theory into innovative practice*. Pearson: Frenchs Forest.
- 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: Financial Times/Prentice-Hall.
- 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.
- Messmer, M. & Bogardus, A. 2009. *Human resource management*. New York: John Wiley.
- Nankervis, A.R., Compton, R.L. & Baird, M. 2008. *Human resource management* (6th ed.). Melbourne: Thomson.
- Nieto, M.L. 2006. *An introduction to human resource management*. Basingstoke: Palgrave Macmillan.
- Price, A. 2004. *Human resource management in a business context* (2nd ed.). London: Thomson.
- Stewart, G. L. & Brown, K. G. 2009. *Human resource management. Linking strategy to practice*. New York: John Wiley.
- Stone, R.J. 2008. *Human resource management* (6th ed.). Brisbane: John Wiley.
- Stone, R.J. 2009. *Managing human resources. An Asian perspective* (1st ed.). Brisbane: John Wiley.
- Storey, J. (Ed.) 2001. *Human resource management today: An assessment*. London: Thomson Learning.
- Teicher, J., Holland, P. & Gough, R. (Eds.) 2006. *Employee relations management: Australia in a global context* (2nd ed.). Frenchs Forest, NSW: Pearson Education Australia.
- Wiesner, R. & Millett, B. 2003. *Human resource management: Challenges and future directions*. Milton, Qld: Wiley.

Journals and Periodicals

Apart from books, you will find it valuable to get into the practice of reading relevant articles from journals and periodicals (including newspapers and magazines).

Academy of Management Journal

Academy of Management Review

Administrative Science Quarterly
Annual Review of Psychology
Asia Pacific Journal of Human Resources
*Australian Financial Review**
Australian Journal of Psychology
Australian Psychologist
*Business Review Weekly**
*Canadian HR Reporter**
*Career Development International**
Human Resource Management Australia
*HR Monthly**
Human Resource Planning
Journal of Applied Behavioural Science
Journal of Applied Psychology
Journal of Applied Social Psychology
Journal of Human Resources
Journal of Management and Organization
Journal of Occupational Behaviour
Journal of Occupational and Organizational Psychology
Journal of Vocational Behaviour
Personnel Management
Personnel Psychology
Personnel Review
*Personnel Today**
Public Personnel Management
Research and Practice in Human Resource Management

*Note that these are professional periodicals and not academic journals.

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.

To access MyLO from your own computer you will need the appropriate software, and hardware to run that software. See **Learning Online** <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 6226 1818 if you experience difficulties.

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

There is a choice of two assessment options in this unit.

Assessment Option 1 has an equal coursework/examination balance as is typically found in many units.

In **Assessment Option 2**, all marks, except those accrued through the tutorial presentation and tests, are gained in the end of semester examination.

It is not necessary to advise your lecturer or tutor as to your choice of Option 1 or Option 2. For those who prefer Option 1, simply submit the assignment by the due date and time. If the assignment is not submitted as prescribed, you will automatically be considered as taking Option 2.

Irrespective of which Assessment Option is selected, in order to pass this unit you must achieve an overall mark of at least 50 per cent of the total available marks.

Assessment Option 1

Method of Assessment	Value	Due Date	Length*
Coursework			
<i>Student Facilitated Learning</i> Tutorial Presentation	10	Various dates	25 minute presentation and 250 words
<i>Assignment</i> Essay	25	2:00pm Thursday 20 August	2, 200 words
<i>Tests</i> During Tutorials	15	Weeks 4, 5, 6, 8, 9, 10, 11	7 minutes
Examination	50	Exam Period	1 essay valued at 20 marks 3 essays valued at 10 marks each
Total Marks	100		

Assessment Option 2

Method of Assessment	Value	Due Date	Length*
Coursework			
<i>Student Facilitated Learning</i> Tutorial Presentation	10	Various dates	25 minute presentation and 250 words
<i>Tests</i> During Tutorials	15	Weeks 4, 5, 6, 8, 9, 10, 11	7 minutes
Examination	75	Exam Period	2 essays valued at 20 marks each 3 essays valued at 10 marks each 1 brief essay valued at 5 marks
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.

Study Week

All undergraduate units offered by the School of Management are scheduled to include a Study Week. The dates for this Semester are shown in the attached Study Schedule.

The purpose of the Study Week is to allow students an opportunity to consolidate their studies thus far, and to research coming assignments.

Examination

Format

The final examination for students taking **Assessment Option 1** will be worth 50 per cent of your assessment and will consist of two parts - Part A and Part B. You will be required to attempt one (1) question (worth 20 marks) in Part A and three (3) questions (worth 10 marks each) in Part B.

The final examination for students taking **Assessment Option 2** will be worth 75 per cent of your assessment and will consist of three parts – Part A, Part B, and Part C. You will be required to attempt two (2) questions (worth 20 marks each) in Part A, three (3) questions (worth 10 marks each) in Part B, and one (1) question in Part C. Part A will consist of four (4) questions worth 20 marks each; there will be a selection of case studies, essays and multiple-choice tests. Part B will consist of six (6) essay questions worth 10 marks each. Part C will consist of two (2) essay questions worth 5 marks each.

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 Student Adviser, 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 Student Adviser is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. In Launceston the Student Adviser is located in room A168 in Building A and is contactable by phone on 6324 3312. 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/management/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 written 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 written Coursework. More details of this will be given in Lectures.

Hobart students: Lodge in assignment box beside room 325, Commerce & Economics Building.
Launceston students: Lodge in assignment box beside room A170.

All coursework must be submitted by 2.00pm on the due date.

Late Coursework

Written Work

As the submission of an assignment is not a requirement of this unit, no late penalties apply and no extensions are necessary. If the Option 1 assignment is not submitted by the due date and time, you will take assessment Option 2.

Tests

As students are required to take only six of the seven available tests, there is no need to submit alternative coursework should one test be missed. Students who are unable to sit two or more tests 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 offices.

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

Tutorial Program

Tutorial Questions for Discussion

Note that the tutorial program does not start until Week 2 of semester.

Questions for discussion are to be prepared before you come to the tutorial.

Week 2—Introduction to HRM

1. In your own words, describe what you think HR involves.
2. What do you think is the most important issue facing HRM in the coming decade?

Week 3—Strategy and HRM

1. What is the importance of HRM to an organisation? To employees?
2. Identify and discuss three ways in which HRM can add value to an organisation. How would you measure the value added by HRM?

Week 4—HR Planning

1. What is outsourcing? Why is it so controversial?
2. What is succession planning? Why is it important for an organisation to use succession planning?

Week 5—Job Analysis and Job Design

1. What is the relationship between job analysis and job design?
2. How can job analysis information be used to support recruitment; selection; induction; performance management; training and development; and remuneration planning?

Week 6—EEO and Diversity

1. Consider the following list of questions and identify which ones you would consider permissible and which would you consider not permissible to ask in HR activities (e.g. recruitment advertisements, selection interviews, performance appraisals, promotion applications, etc). Why?
 - Are you married?
 - Do you own a car?
 - Can you work evenings and weekends?
 - Are you an Australian citizen?
 - When did you finish high school?
 - Are you a homosexual?
 - Do you have any communicable diseases?
 - Do you have any small children at home?
 - Do you have a criminal record?
 - Are you willing to follow our dress code?
 - What hobbies do you have?

- Are you disabled?
 - What does your spouse do?
 - How often have you taken sick leave in your previous jobs?
 - Are you a vegetarian?
2. What is meant by the term ‘workforce diversity’? List some of the observable and underlying differences among members in your tutorial group.

Week 7—Study Week

No tutorials

Week 8—Occupational Health and Safety

1. Why are OH&S concerns for small businesses different from those for large organisations?
2. List and explain the steps that you, as an effective HR manager, would take to institute an OH&S program in your organisation.

Week 9—Recruitment and Selection

1. Design a recruiting campaign for each of the six situations described below. Justify why your recruiting plan is appropriate and cost effective for the particular job that you are trying to fill. Explain why your six recruiting plans differ from each other.
 - A small (25 employees), family-owned, air-conditioning business in Adelaide needs to hire two refrigeration mechanics to service domestic and commercial air-conditioning units.
 - An international computer manufacturer needs 200 computer science graduates for entry-level positions.
 - A moderate-sized publishing company based in Sydney needs a new vice-president.
 - A prestigious medical school wishes to fill the post of chief of ophthalmic surgery.
 - A large insurance company’s regional office needs to hire twenty word-processor operators.
 - A seventy-outlet retail clothing store chain needs to fill two middle-management positions in its headquarters. The HR director realises that all the current middle managers are white males.

(Source: Adapted for Australian conditions from an original idea by Fisher, C.D., Schoenfeldt, L. F. & Shaw, J. B. (1993) *Human resource management* (2nd ed.) Boston, Houghton Mifflin, p. 257.)

2. What types of information can an application form provide, and which issues must be carefully considered in the design of these forms?

Week 10—Selection (Continued)

1. What are the arguments for and against screening for substance abuse?
2. What are the pros and cons of using personality tests, lie detectors and honesty tests in employee selection?

Week 11—Performance Management

1. Explain some of the problems to be avoided in appraising performance.
2. Why might a manager intentionally distort appraisal results? What would you recommend to minimise this problem?

Week 12—Remuneration

1. Discuss some of the problems associated with linking pay to performance. How might these be overcome?
2. You have been asked to evaluate whether your organisation's current pay structure makes sense in view of what competing organisations are paying. How would you determine which organisations to compare your organisation to? Why might your organisation's pay structure differ from those in competing organisations? What are the potential consequences of having a pay structure that is 'out of line', relative to your competitors'?

Week 13—Exam Review

Assignment Topics

Assignment 1—Student Facilitated Learning

Due Date: Various dates - during tutorial sessions, commencing in Week 3

Length: 25 minute presentation and 250 words

Value: 10 marks

This assignment is compulsory, irrespective of the Assessment Option chosen.

In small groups, as arranged in the first tutorial session, prepare an allocated topic for class activities. This may be a case study, experiential exercise, class discussion questions or some other activity. The activity should involve all other members of the class.

Do not attempt to cover all of the week's material; select just a portion which is central to the topic.

The presentation should extend for about twenty-five minutes and at the conclusion your group should hand in a 250 word summary of the presentation.

Assessment will be mainly on the quality of the presentation, a secondary influence will be the written material.

Classwork activities may be designed around any aspect of the topic area for the previous week, as detailed in the study schedule. All members of the group should be involved in the preparation and presentation of material.

Assessment criteria:

- Overview
- Style
- Vocabulary
- Coverage
- Rationale
- Media and use of audio visual material
- Team roles
- Interaction

Objectives of this item of assessment

The purpose of this assessment task is to

- enable you to assess the relevant literature and identify a limited number of elements which are key to the overall body of the work;
- research and construct succinct notes on the topic(s) chosen;
- work effectively in small teams; and
- prepare and deliver an oral presentation which informs and involves the audience.

Design of this item of assessment

This assessment activity is structured to

- provide students with freedom to focus on material which they find interesting;
- to allow students to be creative in their synthesis and sharing of information; and
- to assist students in making public presentations in a non-threatening environment.

Based on the assumption that each member of the group will contribute equally to the workload, a common mark will be awarded. In order to manage the equitable division of labour, it is strongly recommended that each group maintain a record of their meetings; this should show the dates, times, attendees, topics discussed, etc., and *must* be signed by all participants at each meeting. If there is a dispute as to the relative contribution of any member(s), the matter is to be raised with your tutor, and the *record of meetings must be produced*. Tutors will not become involved in any discussion in the absence of this documentation.

Assignment Topics

Essay—Assessment Option 1

The performance of students opting for Assessment Option 1 will be evaluated on:

- *Group Presentation* exercise in the tutorials (10 marks),
- Tutorial tests (15 marks),
- The essay noted below (25 marks), and
- Formal examination (50 marks).

Due Date: Thursday 20 August; 2:00pm

Length: 2,200 words

Value: 25 marks

Number of references: Minimum of 15; at least 8 of which are to be drawn from academic journals.

Topic: The outsourcing of HRM activities has been increasing for a number of years. What are the implications of this, and to what extent should organisations engage in this practice?

(Note that this topic specifically concerns the engaging of an external provider to perform ongoing HR activities which would have otherwise been undertaken within the organisation 'in-house'.)

Objectives of assessment

The purpose of this assessment task is to:

- develop your skills in researching topics associated with the management of people in organisations;
- evaluate your ability to understand the basic concepts and theoretical frameworks which inform HRM;
- apply those concepts and frameworks to specific HRM issues, problems and debates; and
- write a concise, formally structured essay.

Assignment 3—Tests

Due Dates: During tutorials in Weeks 4, 5, 6, 8, 9, 10 and 11

Length: 7 minutes

Value: 2.5 marks per test; 15 marks total of all tests

Tests will be conducted at the commencement of tutorials in the weeks noted above. These are mandatory for all students, irrespective of which assessment option is chosen. The topic(s) included in each test will be that relevant to the tutorial in question; for example, the topic of the Week 5 test will be Job Analysis and Job Design, the topic of the Week 11 test will be Performance Management, and so forth. Each test will comprise 5 multiple choice questions, 2 incomplete sentences, and 3 true/false questions.

Throughout the semester, 7 tests will be presented. Your final score will be the sum of your *best* 6 results. As one test does not attract a mark, students do not need to seek a 'catch up' test should they be unable to attend a tutorial.

Bonus marks. For each test in which a student achieves a High Distinction grade (i.e. 80% and higher), a 1.5:1 bonus will apply. For example, a student achieving 2/2.5 (80%) in a given test will be awarded 3/2.5. It is thus possible for a student to achieve a score of 22.5/15.

Your best preparation will be to read the relevant chapters progressively throughout the semester as programmed in the Study Schedule, and summarise/synthesise the material as you read.

Objectives of assessment

The purpose of this assessment task is to provide incremental assessment in order to:

- encourage students to revise the bulk of the material in advance of the Study Break (enabling sufficient time to recognise problems and raise questions with lecturers and/or tutors); and
- promote an understanding of the fundamental tenets and concepts in the study of HRM.

Design of this item of assessment

This assessment activity is structured to:

- enable students to be tested topic by topic, rather than across a large body of the course material; and
- provide rapid feedback to facilitate examination revision and discussion with instructors (if required).

**Correlation between Teaching and Assessment and
Learning Outcomes and Generic Graduate Attributes**

Lectures	2 hours								
Tutorials	1 hour								
Student Facilitated Learn	20 minutes/250 words – 10%								
Tutorial Tests	7 tests (6 best count); 7 minutes – 15%								
Assignment	2,200 words – 25% (If attempted)								
Final Examination	3 hour – 50% or 75%								
Learning outcome 1	Describe how principal elements of HRM impact on organisations, employees and society.	♦	♦	♦	♦	♦	♦	♦	♦
Learning outcome 2	Identify legal and management principles associated with workplace diversity and maintaining a safe working environment.	♦	♦	♦	♦	♦	♦	♦	♦
Learning outcome 3	Explain the objectives and processes of designing work and staffing organisations.	♦	♦	♦	♦	♦	♦	♦	♦
Learning outcome 4	Demonstrate an understanding of measuring employee performance.	♦	♦	♦	♦	♦	♦	♦	♦
Learning outcome 5	Discuss the theory and practice of training and developing human resources.	♦	♦	♦	♦	♦	♦	♦	♦
Learning outcome 6	Analyse wages theories and assess their relevance in today's economic environment.	♦	♦		♦	♦	♦	♦	♦
Learning outcome 7	Detail the key aspects of managing employee relations.	♦	♦		♦	♦	♦	♦	♦
Graduate Attribute 1	Knowledge	♦	♦	♦	♦	♦	♦	♦	♦
Graduate Attribute 2	Communication skills	♦	♦		♦	♦			
Graduate Attribute 3	Problem-solving skills	♦	♦	♦	♦	♦			
Graduate Attribute 4	Global perspective	♦	♦	♦	♦	♦	♦	♦	♦
Graduate Attribute 5	Social responsibility	♦	♦	♦	♦	♦	♦	♦	♦

Study Schedule

Semester 2, 2009

Week	Start of Week	Text Chapter	Topic	Due Dates
1	13 July	Ch. 1 (pp 1-13)	Introduction to the unit Introduction to HRM	Weekly presentations commence Tutorial tests commence Assignment due 20 August
2	20 July	Ch. 1 (pp 13-37)	Strategy and HRM	
3	27 July	Ch. 2	HR Planning	
4	3 Aug	Ch. 5	Job Analysis & Job Design	
5	10 Aug	Ch. 6 (pp 216-224) Ch. 14	Equal Employment Opportunity and Diversity	
6	17 Aug	Ch. 13 (pp 516-537)	Occupational Health and Safety	
7	24 Aug		<i>Study Week</i>	
Mid-Semester Break 31 August - 6 September				
8	7 Sept	Ch. 6 (pp 196-216) Ch. 6 (pp 224-225) Ch. 7 (pp 237-242)	Recruitment & Selection	
9	14 Sept	Ch. 7 (pp 242-270)	Selection (Continued)	
10	21 Sept	Ch. 8	Performance Management	
11	28 Sept	Ch. 11	Remuneration	
12	5 Oct	Ch. 12	Employment Relations	
13	12 Oct		Review	
Exam Period 24 October–10 November				
A Calendar/Study Planner showing dates is available from School of Management website at http://www.utas.edu.au/mgmt/student.htm .				