BMA330
Strategic Issues in HRM

Semester 2, 2013

THIS UNIT IS OFFERED IN:
Hobart, Launceston and Hong Kong

Teaching Team:
Dr Rob Macklin
&
Jean Lee (HKUE)
### Contact Details

<table>
<thead>
<tr>
<th>Unit Coordinator:</th>
<th>Rob Macklin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus:</td>
<td>Hobart</td>
</tr>
<tr>
<td>Room Number:</td>
<td>301</td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:rob.macklin@utas.edu.au">rob.macklin@utas.edu.au</a></td>
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<tr>
<td>Phone:</td>
<td>+61 3 6226 1713</td>
</tr>
<tr>
<td>Fax:</td>
<td>+61 3 6226 2808</td>
</tr>
<tr>
<td>Consultation Time:</td>
<td>Tuesday 3pm to 4pm</td>
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</table>

<table>
<thead>
<tr>
<th>Lecturer:</th>
<th>Jean Lee</th>
</tr>
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<tr>
<td>Campus:</td>
<td>HKUE</td>
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<td>Room Number:</td>
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<tr>
<td>Consultation Time:</td>
<td>Insert Day/Time Here</td>
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Unit Description

This unit aims to develop students’ understanding of the complexities of strategic human resource management (HRM) in the context of Australia’s changing socio-economic climate and the global arena. The unit builds on the roles and functions of HRM introduced in BMA1/221 and consolidated in other Human Resource units, by examining the impact of HR policies and practices in organisations from a strategic perspective.

The unit will permit students to develop their understanding of HR theory and research within a strategic HRM framework. The focus will be on ‘bridging’ the gap between theory and practice by considering how published theory and research can be more effectively utilised in practice settings and how innovative HR practices can inform and provide opportunities for HR theory and research.

Pre-Requisite/Co-Requisite Unit(s)

BMA101, BMA121, plus any two level 200 units (i.e. 25% of level 200) in the HRM major.

Enrolment in the Unit

Unless there are exceptional circumstances, students should not enrol in BMA units after the end of week two of semester, as the School of Management cannot guarantee that:

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

Enrolment in Tutorials and Workshops

Students will be able to enrol in tutorials electronically through MyLO. Tutorial enrolments will be open until the end of the first week of semester (Friday 19th July 2013). Students who have not enrolled in a tutorial by this time will be allocated a tutorial by the unit coordinator. Variations in tutorial enrolments will not be permitted after this time.
### Intended Learning Outcomes and Generic Graduate Attributes

<table>
<thead>
<tr>
<th>Intended Learning Outcomes</th>
<th>Assessment Methods</th>
<th>Graduate Attribute Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In this unit you will learn:</strong></td>
<td><strong>In assessing this unit I will be looking at your ability to:</strong></td>
<td></td>
</tr>
<tr>
<td>Recognition, understanding and discernment of principles and models of SHRM topics:</td>
<td>Identify key elements of SHRM</td>
<td>The assessments and teaching activities in this unit have been designed to develop the following graduate attributes in students:</td>
</tr>
<tr>
<td><strong>Assessment Methods</strong></td>
<td></td>
<td><strong>Presentations and Peer Review</strong></td>
</tr>
<tr>
<td><strong>Graduate Attribute Outcomes</strong></td>
<td></td>
<td><strong>Knowledge</strong></td>
</tr>
<tr>
<td><strong>Use SHRM principles and models to assess people management problems and suggest possible solutions:</strong></td>
<td>Presentations and Article Critique Literature Review</td>
<td>Comprehension of the fundamental tenets and elementary theories of SHRM as a discipline. Awareness of the relevant legal prescriptions and ethical concerns.</td>
</tr>
<tr>
<td>Conceptualise personnel-related problems in organisations</td>
<td></td>
<td><strong>Communication</strong></td>
</tr>
<tr>
<td>Research, analyse and evaluate current SHRM literature and apply concepts therein to practical situations</td>
<td></td>
<td>Present research findings to audience in such a way that meaning is transmitted effectively and audience interest is held. Appreciation and correct application of the lexicon of SHRM. Correct use of spoken English.</td>
</tr>
<tr>
<td><strong>Article Critique and Literature Review</strong></td>
<td>Presentations, Article Critique Literature Review</td>
<td><strong>Knowledge</strong></td>
</tr>
<tr>
<td>Consider and explain how the law, societal expectations and the desires/needs of individual employees impacts on, and is impacted by, HR management</td>
<td>Literature Review</td>
<td>Comprehension of the fundamental tenets and elementary theories of SHRM as a discipline. Awareness of the relevant legal prescriptions and ethical concerns.</td>
</tr>
<tr>
<td><strong>Article Critique and Literature Review</strong></td>
<td>Presentations, Article Critique Literature Review</td>
<td><strong>Problem solving</strong></td>
</tr>
<tr>
<td>Report knowledge of subject matter and outcomes of research/analysis:</td>
<td>Present knowledge/findings in a cogent manner</td>
<td>Capacity to think logically about business problem(s) and, by applying SHRM theories, generate creative and ‘workable’ solutions.</td>
</tr>
<tr>
<td>Use the language of SHRM</td>
<td></td>
<td><strong>Communication</strong></td>
</tr>
<tr>
<td>Communicate in scholarly English – verbal and written</td>
<td></td>
<td>Writing concise, convincing narrative which conveys intended meaning and defends a position(s). Expresses an appreciation and correct application of the lexicon of SHRM. Adherence to the prescriptions of academic writing and the use of formal English.</td>
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</table>
Learning Expectations and Teaching Strategies/Approach

Expectations

The University is committed to a high standard of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers. The University’s Code of Conduct for Teaching and Learning states:

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

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.

Learning Resources

Prescribed Text


Recommended Texts


Connell, J & Teo, S 2010, Strategic HRM: contemporary issues in the Asia Pacific region, Tilda University Press, Melbourne.


Mello, J 2006, Strategic human resource management, Thomson South Western, Mason, Ohio.


**Journals and Periodicals**

As this is the ‘capstone’ unit in the HRM major, you should be familiar with the journals and periodicals associated with the discipline area. You are expected to keep abreast of developments in the field, and you will find that the following contain material useful to this subject. However, there are hundreds of journals that publish relevant academic contributions to the field of human resources and the list below is merely indicative. Students are encouraged to read much more widely than this list.

*Academy of Management Journal*

*Academy of Management Review*

*Asia Pacific Journal of Human Resources*

*Human Resource Management Journal*

*Human Resource Planning*

*Industrial Relations*

*International Journal of Human Resource Management*

*Journal of Applied Psychology*

*Journal of Human Resource Management*

*Journal of Industrial Relations*

*Journal of Occupational Behaviour*

*Journal of Organisational Behaviour*

*People Management*

*Personnel Psychology*
My Learning Online (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. To get started please refer to the University's Learning and Teaching with MyLO homepage - http://www.utas.edu.au/learning-teaching-online.

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.

Details of Teaching Arrangements

Workshops

There will be a series of eleven interactive workshops during this unit. These workshops will include lecture content, discussion, case studies, and student presentations.

Communication, Consultation and Appointments

Important information about this unit will be communicated to students in lectures and/or through MyLO. Appointments can also be made with members of the teaching team by email or phone.

Reading Weeks

This unit is scheduled to include reading weeks in week 11 (week commencing 30 September) and week 12 (week commencing 7 October). The purpose of these reading weeks is to allow students time to prepare for assessment item 3 – the literature review. Members of the teaching team will be available during this time for consultation about your literature review.
Assessment

Assessment Schedule

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 assessment item are outlined below.

<table>
<thead>
<tr>
<th>Assessment Item</th>
<th>Value</th>
<th>Due Date</th>
<th>Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment Item 1 – Journal Article</td>
<td>20</td>
<td>23 August 2013</td>
<td>1200 words*</td>
</tr>
<tr>
<td>Article Critique</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessment Item 2 – Group Presentation</td>
<td>30</td>
<td>Ongoing – weeks 3 to 10</td>
<td>30 minutes plus 10 minutes for Q&amp;A</td>
</tr>
<tr>
<td>Assessment Item 3 – Literature Review</td>
<td>50</td>
<td>18 October 2013</td>
<td>4000 words*</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* 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.

Assessment Item 1 – Journal Article Critique

Task Description: For this assignment you are required to critique ONE (1) of the following articles:


You are required to critically analyse the content and usefulness of your chosen article. Your critique should have THREE (3) sections. The first section should provide a brief overview of the article’s content, summarizing the article topic, the ideas it reports, and the author’s key conclusions. The second section should identify the strengths and weaknesses of the author’s research or argument. The third section should outline the practical implications of the author’s findings for human
resource managers. Students are expected to use other academic articles as part of the basis of their critique.

**Assessment Criteria:** A copy of the assessment criteria is available from MyLO

**Task Length:** 1200 words

**Due Date:** 23 August 2013

**Value:** 20 marks

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### Assessment Item 2 – Group Presentation

**Task Description:** In the second workshop students will form groups (either 3 or 4 people per group), and each group will be allocated a week for their presentation. The week prior to their presentation date each group will be given their topic (this will occur during the workshops). They will then have **one week** to prepare, with presentations to be made during workshops. It is up to each group to determine how their presentations will be made, but the expectation is that each group member will play an equal role on balance across the roles associated with researching, preparing and delivering the presentation.

Students who are unable to complete the group presentation task on medical or compassionate grounds (work or other commitments are not considered 'compassionate grounds') may request that they be permitted to submit alternative coursework.

Groups are required to complete a *Group Mark Allocation Adjustment Form* (available from MyLO) and email this to the unit coordinator at least 24 hours prior to their presentation.

Where possible the group presentations will be video recorded and a copy provided to each presenter for their review.

**Assessment Criteria:** A copy of the assessment criteria is available from MyLO

**Task Length:** 20 minutes for presentation; and 10 minutes for Q&A (**ABSOLUTE MAXIMUM**)

**Due Date:** In workshops, weeks 3 to 10 inclusive

**Value:** 30 marks
Assessment Item 3 – Literature Review

**Task Description:** The literature review is an opportunity for students to participate in undertaking a small amount of research on a chosen HRM topic as agreed with the Unit Coordinator. From both the learning and assessment points of view, the exercise is about developing some insight into HRM research by doing a more extensive literature review.

In your assignment you should indicate a possible theoretical framework based on your literature review for considering the issues of contemporary significance in your topic area. You will need to be careful to choose a strictly limited area to research or you will end up with something unmanageable. The nature of the research should not require the seeking of ethical approval.

**Process:**
Students are required to identify a contemporary HRM issue that they would like to research as part of their literature review. Students can choose from topics covered in the unit, or broader HRM issues that they are aware of/interested in. **Once a topic has been selected it must be approved by the unit coordinator, with a formal one-paragraph literature review proposal submitted by MyLO before the end of week four (9 August 2013).** If students are uncertain about potential topics they should contact the unit coordinator.

Once the proposal has been approved students can commence work on their literature review. Your review should seek to explore the current state of research on your chosen topic and explain the impact of this research area to the practice of HRM. Students are encouraged to think critically about their chosen topic area, and to consider the impact of this research on a range of organisational types (for examples, SMEs, family firms, government organisations). Students should also use a range of academic sources in their review. This includes academic journals and research monographs but excluding textbooks.

**Assessment Criteria:** A copy of the assessment criteria are available from MyLO

**Task Length:**
- Literature Review Proposal – 250 words
- Final Literature Review – 4000 words

**Due Date:**
- Literature Review Proposal – 9 August 2013
- Final Literature Review – 18 October 2013

**Value:** 50 marks
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.

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, it must have no notes written in it. Students must request permission from the Student Centre in order to use a bilingual dictionary.

Submission of Coursework

Lodging Coursework

All Coursework must have the School of Management Assignment Cover Sheet, which is available as a blank template from the School of Management website: http://www.utas.edu.au/management/student-resources. All assignments must include the tutor’s name on the assignment Cover Sheets when they are submitted. If this is not done the assignment will not be accepted and therefore will not be 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. Assignments must be submitted electronically through the relevant assignment drop box in MyLO. All coursework must be handed in by 2.00pm on the due date.

Requests for Extensions

Written Coursework:

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 unit coordinator 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 marks for each full day overdue.

Assignments submitted more than five days late will normally not be accepted by the unit coordinator.

In-class 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 unit coordinator 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.

Faculty of Business Assessment Submission Policy

A full copy of the Faculty of Business Assessment Submission policy is available from the Faculty homepage at http://www.utas.edu.au/business/student-resources/policies,-forms-and-other-information2/faculty-policies-and-administration

Academic Referencing and Style Guide

Before starting their assignments, students are advised to familiarise themselves with the following electronic resources. The first is the School of Management Writing Assignments: A Guide, which can be accessed from the following site: http://www.utas.edu.au/management/student-resources. The guide provides students with useful information about the structure and style of assignments in the School of Management.

The second is the Harvard Referencing System Style Guide, which can be accessed from the UTAS library (http://utas.libguides.com/content.php?pid=27520&sid=199808). The Harvard Referencing System will be used in all School of Management units, and students are expected to use this system in their assignments.
Academic Misconduct and Plagiarism

**Academic misconduct** includes cheating, plagiarism, allowing another student to copy work for an assignment or an examination, and any other conduct by which a student:

(a) seeks to gain, for themselves or for any other person, any academic advantage or advancement to which they or that other person are not entitled; or

(b) improperly disadvantages any other student.

Students engaging in any form of academic misconduct may be dealt with under the Ordinance of Student Discipline. This can include imposition of penalties that range from a deduction/cancellation of marks to exclusion from a unit 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/.

**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.academicintegrity.utas.edu.au/. 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.

The University and any persons authorised by the University may submit your assessable works to a plagiarism checking service, to obtain a report on possible instances of plagiarism. Assessable works may also be included in a reference database. It is a condition of this arrangement that the original author’s permission is required before a work within the database can be viewed.

For further information on this statement and general referencing guidelines, see http://www.utas.edu.au/plagiarism/ or follow the link under ‘Policy, Procedures and Feedback’ on the Current Students homepage.
# Study Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Start of Week</th>
<th>Text Chapter</th>
<th>Topic</th>
<th>Due Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>15 July</td>
<td>1</td>
<td>Unit overview and introduction to strategic issues in HRM</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>22 July</td>
<td>2 &amp; 3</td>
<td>Strategy and SHRM</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>29 July</td>
<td>4</td>
<td>SHRM and competitive advantage</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>5 August</td>
<td>5 &amp; 6</td>
<td>Economics of production and employee voice</td>
<td>Literature Review Proposal – 9 August 2013</td>
</tr>
<tr>
<td>5</td>
<td>12 August</td>
<td>7 &amp; 8</td>
<td>Managing employment relations and organisational performance</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>19 August</td>
<td>9 &amp; 10</td>
<td>SHRM and industry and firm structures</td>
<td>Assessment Item 1 – 23 August 2013</td>
</tr>
<tr>
<td>7</td>
<td>26 August</td>
<td>-</td>
<td>Ethics &amp; HRM</td>
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**Mid-semester break: Monday 2 – Friday 6 September inclusive**

<table>
<thead>
<tr>
<th>Week</th>
<th>Start of Week</th>
<th>Topic</th>
<th>Due Dates</th>
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</thead>
<tbody>
<tr>
<td>8</td>
<td>9 September</td>
<td>Ethics, HRM and workforce diversity</td>
<td></td>
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<tr>
<td>9</td>
<td>16 September</td>
<td>SHRM, monitoring, surveillance</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>23 September</td>
<td>SHRM and Occupational Health &amp; Safety</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>30 September</td>
<td>Literature review preparation</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>7 October</td>
<td>Literature review preparation</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>14 October</td>
<td>Conclusion</td>
<td>Final Literature Review 18 October 2013</td>
</tr>
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**Examination Period: 26 October – 12 November 2013**