Tasmanian School of Business & Economics (TSBE) (School)

College of Business and Economics (College)

BMA121
MANAGING PEOPLE AT WORK

12.50 Credit points

Semester 2, 2019

Unit Outline

Unit Coordinator
Desmond Tutu Ayentimi
CONTACT DETAILS

Unit coordinator

Unit coordinator: Desmond Tutu Ayentimi
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Room location and number: Room 413 Level 4, Centenary Building
Consultation hours: By email (appointment)
# CONTENTS

## WHAT IS THE UNIT ABOUT?  
- Unit Description 2  
- Intended Learning Outcomes 2  
- Graduate Quality Statement 3  
- Alterations to the Unit as a Result of Student Feedback 3  
- Prior Knowledge &/or Skills 3  

## HOW WILL I BE ASSESSED?  
- Assessment Schedule 4  
- Assessment Details 4  
- How Your Final Result is Determined 7  
- Submission of Assignments 8  
- Academic Referencing 9  
- Academic Misconduct 11  
- Student Behaviour 11  

## WHAT LEARNING OPPORTUNITIES ARE THERE?  
- MyLO 13  
- Resources 13  
- Activities 15  
- Communication 16  
- Concerns and Complaints 17  
- Further Information and Assistance 17  
- Unit Schedule 18  

## ACCREDITATION  
- AACSB Accreditation 19
WHAT IS THE UNIT ABOUT?

Unit description

The principal aim of the unit is to provide an overview of the fields of Human Resources (HR), and Industrial Relations (IR) by providing the underpinning knowledge and developing an understanding of core theoretical principles and models of Human Resource Management (HRM). Students will focus on the outcome of HR/IR strategies and policies at the individual, organisation and societal levels. The effective management of employees is a key concern for organisations due the recognition of the positive role that well-managed human resources can play in increasing organisational and individual outcomes. It is necessary for people working as HR/IR specialists, and for those who are managing teams of people, to understand multiple HRM perspectives and to develop evidence-based people management strategies appropriate to specific organisational contexts. This unit will cover content (what), the rationale (why), and implementation (how) of effective people management practices.

Intended Learning Outcomes

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

1. Identify and describe broad knowledge of principles and models of core human resource management (HRM) and industrial relations (IR) functions.
2. Analyse and apply HRM/IR theory, research and practice to people management problems.
3. Communicate an argument supported by HRM/IR theory and practice.
Graduate Quality Statement

Successful completion of this unit supports your development of course learning outcomes, which describe what a graduate of a course knows, understands and is able to do. Course learning outcomes are available from the Course Coordinator. Course learning outcomes are developed with reference to national discipline standards, Australian Qualifications Framework (AQF), any professional accreditation requirements and the University of Tasmania’s Graduate Statement.

The University of Tasmania experience unlocks the potential of individuals. Our graduates are equipped and inspired to shape and respond to the opportunities and challenges of the future as accomplished communicators, highly regarded professionals and culturally competent citizens in local, national, and global society. University of Tasmania graduates acquire subject and multidisciplinary knowledge and skills, and develop critical and creative literacies and numeracies and skills of inquiry. They demonstrate the ability to apply this knowledge in changing circumstances. Our graduates recognise and critically evaluate issues of social responsibility, ethical conduct and sustainability, are entrepreneurial and creative, and are mindful of their own wellbeing and that of the community. Through respect for diversity and by working in collaborative ways, our graduates reflect the values of the University of Tasmania.

Alterations to the unit as a result of student feedback

1. Complete overhaul of tests to align with core content of the Unit
2. The group work structure has been amended and specific cases and questions have been set for the group activities.
3. The essay topics have been revised so that relevant content areas are covered well before the assignment is due.
4. Additional materials will be provided to supplement areas where the textbook is not sufficient.

Prior knowledge &/or skills

Nil.
HOW WILL I BE ASSESSED?

Assessment schedule

<table>
<thead>
<tr>
<th>Assessment task</th>
<th>Date due</th>
<th>Percent weighting</th>
<th>Links to Intended Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test or quiz</td>
<td>Week 4, 8 &amp; 10</td>
<td>20 (10, 5 &amp; 5)</td>
<td>LO1</td>
</tr>
<tr>
<td>Essay</td>
<td>Threshold Week 7</td>
<td>25</td>
<td>LO1, LO2, LO3</td>
</tr>
<tr>
<td></td>
<td>Full essay Week 11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group Scenario</td>
<td>Week 6-10</td>
<td>25</td>
<td>LO1, LO2, LO3</td>
</tr>
<tr>
<td>Examination - invigilated</td>
<td>Exam period</td>
<td>30</td>
<td>LO1, LO2, LO3</td>
</tr>
<tr>
<td>(internally)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Assessment details

Assessment Task 1: Test or quiz

Task description
You are expected to complete an online test in Week 4, 8 and week 10. There will be a practice test in week 3.

Tests will be in the Quiz section of MyLO.
The quiz will run from Monday to Sunday of week 4, 8 and week 10. The first test will have 20 multiple choice questions (MCQ), the second and third tests will have 10 multiple choice questions (MCQ). The first test is worth 10%, the second and third is worth 5% each for a total of 20%.

Criterion Number | Criterion Description | Measures ILO: |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Identify and define core concepts, principles and theories of HRM/IR.</td>
<td>LO1</td>
</tr>
</tbody>
</table>

Task Length
20 MCQ questions in week 4
10 MCQ questions in week 8 & week 10

Due by date
Sunday 11:59pm in Week 4, 8 & week 10
Assessment Task 2: Essay

Task Description

The purpose of the essay is to demonstrate your understanding of the following:
1. The rationale for organisations to have HR policy (why);
2. The content of such a policy based on evidence (what); and
3. Issues arounds their effective implementation (how).

Choose one of the following topic areas:

a) Addressing all forms of workplace harassment; or
b) Addressing workplace health and safety;
c) Managing workforce diversity; or
d) Talent development and retention

The essay is to be based on a medium to large organisation that has significant operations in Australia. You need to explain why it makes sense for the organisation to have a policy covering your chosen topic. Whether the organisation does or does not have such a policy, or the content of a policy, are not relevant factors. The content of your essay should be based on your research from relevant academic journals and related professional sources.

This Assignment should be written as an academic essay, not a business report.

The Assignment is in two (2) parts:
1. Submission of a Threshold Assessment essay.
2. Final submission of full essay

The threshold assessment is for 7 marks. There is a requirement to use a minimum of 3 academic references. Submitting a threshold assessment is required to enable the full essay to be submitted. The purpose for a Threshold Assessment is to provide feedback on written material early, students are expected to use the content and feedback of their threshold assessment in their full essay.

The full essay requires a minimum of 6 academic references. Textbooks, newspaper articles and magazines are not considered academic references.

<table>
<thead>
<tr>
<th>Criterion Number</th>
<th>Criterion Description</th>
<th>Measures ILO:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Demonstrate understanding of topic area</td>
<td>LO1</td>
</tr>
<tr>
<td>2</td>
<td>Use academic content relevant to context of threshold assessment</td>
<td>LO2</td>
</tr>
</tbody>
</table>
Assessment Task 3: Group Scenario

A considerable amount of contemporary HR practice and thought is open to several challenges. Often, the issues associated with the management of people are not `cut and dried', and a variety of perspectives need to be taken into account in the search for answers.

This Assessment item is designed for students to research practical issues from different theoretical and applied perspectives and provide evidence-based strategies against scenario issues.

This task is to be completed in week 6-8 in groups of around four students. The groups will be formed in week 1 & 2. The case studies can be found in MyLO with the scenarios/questions.

Groups are to present for 15 minutes (maximum) on the allocated topic. There will be a question & answer session for 10 minutes for other students to ask question and the presenting group to explain/defend their presentation content. Asking and answering questions are part of the criteria for this assessment.

NOTE: Working effectively in groups requires planning, clear communication and keeping to agreed time frames. Groups will be required to submit details of their group processes (through Minutes) including allocation of tasks, communication and timetable to complete tasks.

Each group will present in week 6-8. You will also peer review each member of the group. The self-peer assessment form can be found on MYLO.

<table>
<thead>
<tr>
<th>Criterion Number</th>
<th>Criterion Description</th>
<th>Measures ILO:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Content of presentation (applying a range of managerial perspectives)</td>
<td>LO1, LO2</td>
</tr>
<tr>
<td>2</td>
<td>Quality of presentation</td>
<td>LO3</td>
</tr>
<tr>
<td>3</td>
<td>Answering and asking questions</td>
<td>LO3</td>
</tr>
<tr>
<td>4</td>
<td>Quality of Group documentation</td>
<td>LO3</td>
</tr>
</tbody>
</table>
**Assessment Task 4: Examination - invigilated (internally)**

<table>
<thead>
<tr>
<th>Task Description</th>
</tr>
</thead>
</table>
| The examination will be in two (2) sections:  
| Section 1 will contain a compulsory question worth 10 marks (total). The questions will be drawn from the content of the unit with more of a focus on weeks 2-5.  
| Section 2 will contain FOUR (4) questions worth 10 marks each, in the form of essays, from which students must answer any TWO (2). The essay topics will be mainly (but not exclusively) drawn from material relevant to weeks 6-12 |

<table>
<thead>
<tr>
<th>Criterion Number</th>
<th>Criterion Description</th>
<th>Measures ILO:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Demonstrate knowledge of core concepts in HRM/IR</td>
<td>LO1</td>
</tr>
<tr>
<td>2</td>
<td>Apply current HRM/IR theory to provide answers to people management problems in set contexts</td>
<td>LO2</td>
</tr>
<tr>
<td>3</td>
<td>Write clear and logical answers to essay questions using discipline specific language</td>
<td>LO3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task Length</th>
<th>2 hours plus 15 minutes reading time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Due by date</td>
<td>Exam Period (28 October - 11 November)</td>
</tr>
</tbody>
</table>

**How your final result is determined**

To pass this unit, you need to demonstrate your attainment of each of the Intended Learning Outcomes.

Your grade will be determined in the following way:

Your overall mark in this unit will be determined by combining your results from each assessment task. These marks are combined to reflect the percentage weighting of each task. You need to achieve an overall score of at least 50% to successfully complete this unit. It is expected that you will seek help (from the unit coordinator in the first instance), well before the due date, if you are unclear about the requirements for an assessment task.

- PP (pass) at least 50% of the overall mark but less than 60%
- CR (credit) at least 60% of the overall mark but less than 70%
- DN (distinction) at least 70% of the overall mark but less than 80%
- HD (high distinction) at least 80% of the overall mark

All grades are provisional, until confirmation by the Assessment Board at the end of semester.

**Submission of assignments**

The act of submitting your assignment will be taken as certification that it is your own work.

Assignments must be submitted electronically through the relevant assignment tab in MyLO. You must ensure that your name, student ID, unit code, tutorial time and tutor's name (if applicable) are clearly marked on the first page. If this information is missing, the assignment will not be accepted and, therefore, will not be marked.

Where relevant, Unit Coordinators may also request you to submit a paper version of your assignment. You will be advised by the Unit Coordinator of the appropriate process relevant to your campus.

Please remember that you are responsible for lodging your assessment items on or before the due date and time. We suggest you keep a copy. Even in a perfect system, items sometimes go astray.

**Requests for extensions**

In this Policy:

1. (a) ‘day’ or ‘days’ includes all calendar days, including weekends and public holidays;
   (b) ‘late’ means after the due date and time; and
   (c) ‘assessment items’ includes all internal non-examination based forms of assessment

2. This Policy applies to all students enrolled in TSBE Units at whatever Campus or geographical location.

3. Students are expected to submit assessment items on or before the due date and time specified in the relevant Unit Outline. The onus is on the student to prove the date and time of submission.

4. Students who have a medical condition or special circumstances may apply for an extension. Requests for extensions should, where possible, be made in writing to the Unit Coordinator on or before the due date. Students will need to provide independent supporting documentation to substantiate their claims.
Penalties

Late submission of assessment items will incur a penalty of 10% of the total marks possible for that piece of assessment for each day the assessment item is late unless an extension had been granted on or before the relevant due date.

Assessment items submitted more than five (5) days late will not be accepted.

Academic staff do NOT have the discretion to waive a late penalty, subject to clause 4 above.

Review of results and appeals

Review of Assessment is available to all students once the University has released the final result for a unit. If you are dissatisfied with your final result, you may apply to have it reviewed. Applications for a review of assessment are due within 10 working days of the release of the final result in the unit. When applying for a review, you must pay a $50 fee.

If you wish to have a piece of internal assessment reviewed as part of the review process, please state this clearly on the application form referred to above and include that assessment item with your application.

Please read and follow the directions provided by the University at:


Academic referencing

Before starting your assignments, you are advised to familiarise yourself with the following electronic resources.

The first 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 style is the appropriate referencing style for this unit and the guide provides information on presentation of assignments, including referencing styles. In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. It is important that you understand how to correctly refer to the work of others and maintain academic integrity.

Failure to appropriately acknowledge the ideas of others constitutes academic dishonesty (plagiarism), a matter considered by the University of Tasmania as a serious offence.

The second is the Tasmanian School of Business and Economics’ Writing Assignments: A Guide, which can be accessed at: http://www.utas.edu.au/business-and-economics/student-resources. This guide provides you with useful information about the structure and style of assignments in the TSBE.
In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. It is important that you understand how to correctly refer to the work of others, and how to maintain academic integrity.

The University library provides information on presentation of assignments, including referencing styles and should be referred to when completing tasks in this unit.

Please read the following statement on plagiarism. Should you require clarification please see your unit coordinator or lecturer.

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**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, 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. You may also find the [Academic Honesty site on MyLO](#) of assistance.

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 the Plagiarism and Academic Integrity page on the University web site or the Academic Honesty site on MyLO.

**Academic misconduct**

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, and 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 Ordinance 9: Student Discipline – Part 3 Academic Misconduct.

**Student Behaviour**

The University Behaviour Policy sets out behaviour expectations for all members of our University community including students and staff.

The aim in doing so is to ensure that our community members are safe, feel valued and can actively contribute to our University mission.

It is expected that community members behave in a manner that is consistent with our University values – respect, fairness and justice, integrity, trust, responsibility and honesty. There are also certain behaviours that are considered inappropriate, such as unlawful discrimination, bullying and sexual misconduct.

The accompanying University Behaviour Procedure sets out the process and avenues that University community members can access to resolve concerns and complaints regarding inappropriate behaviour by a University community member. Wherever possible, the focus will be on early intervention and a ‘restorative’ approach that creates awareness of inappropriate behaviour and its impact on others. However, in some cases, students who engage in inappropriate behaviour may be subject to disciplinary proceedings, which may impact upon continuation of their studies.

Students can seek support and assistance from the Safe and Fair Community Unit SaFCU@utas.edu.au or ph: 6226 2560.
Matters are dealt with in confidence and with sensitivity.
WHAT LEARNING OPPORTUNITIES ARE THERE?

MyLO

MyLO is the online learning environment at the University of Tasmania. This is the system that will host the online learning materials and activities for this unit.

Getting help with MyLO

It is important that you are able to access and use MyLO as part of your study in this unit. To find out more about the features and functions of MyLO, and to practice using them, visit the Getting Started in MyLO unit. For access to information about MyLO and a range of step-by-step guides in pdf, word and video format, visit the MyLO Student Support page on the University website. If something is not working as it should, contact the Service Desk (Service.Desk@utas.edu.au, phone 6226 1818), or Request IT Help Online.

Resources

Required readings

You will need the following text:


Recommended readings


Reading Lists

Reading Lists provide direct access to all material on unit reading lists in one place. This includes eReadings and items in Reserve. You can access the Reading List for this
unit from the link in MyLO, or by going to the Reading Lists page on the University Library website.

**Other Required Resources**

In addition to the texts recommended above, you are also expected to be familiar with the key academic journals in the discipline from which useful insights may be derived. There are many journals that publish relevant articles and a sample is provided below:

Asia Pacific Journal of Human Resources

Human Resource Management

Human Resource Management Journal

Human Resource Management Review

Human Resource Planning

International Journal of Human Resource Management

Journal of Human Resources

Journal of Management and Organization

Journal of Occupational and Organisational Psychology

Journal of Vocational Behaviour

Personnel Management

Personnel Psychology

Personnel Review

Australian Financial Review*

Business Review Weekly*

Career Development International*

HR Monthly*

Personnel Today*

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

The University is committed to high standards 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.

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.

Details of teaching arrangements

Twelve (13) content sessions (lectures) will be presented face-to-face and recorded for Distance students. The content sessions essentially cover core unit material (as set out in the Study Schedule at the end of the Unit Outline).

You should be familiar with the weekly content and read the relevant text chapter(s) so that you are comfortable with the core concepts and their application in practice.

In weeks 4, 8 and 10, there will be online tests (with a practice test in week 3). There will be a discussion and tutorial sessions to request focus on particular slides in the lecture.

PowerPoint presentations may be downloaded. These can be downloaded onto portable devices.

Specific attendance/performance requirements

There are no specific attendance requirements; however, you are required to participate in tutorial discussions and group presentations where your group has an allocated topic.

To be eligible to pass this unit you will need to achieve an overall mark of 50% and satisfactorily pass each of the intended learning outcomes for the unit.

In this unit, your active engagement will be monitored in the following way:

1. Engagement in accessing MyLO and completing the online tests in week 4
2. Submitting the threshold assessment due in week 7.

If you do not demonstrate evidence of having engaged actively with this unit by completing these two activities by Week 8 of semester, your enrolment may be cancelled, or you may be withdrawn from the unit.
Teaching and learning strategies

Thirteen (13) content sessions (lectures) will be presented face-to-face and recorded for Distance students. The content sessions essentially cover core unit material (as set out in the Study Schedule at the end of the Unit Outline).

Attending students

There will be twelve (12) tutorials commencing in week 1 that are to cover the same material as the content for that week. The tutorials will focus on authentic learning experiences including understanding of content in context, applying knowledge to set scenarios and discussion of ‘hot topics’.

Distance students

There will be weekly webinars starting in week 1. These will be conducted in a similar manner as tutorials and there will be discussion forums for distances students for the scenarios and hot topics.

Work Health and Safety (WHS)

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 [Work Health and Safety website](#) and policy.

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**Communication**

TO KEEP UP WITH ANNOUNCEMENTS REGARDING THIS UNIT

Check the MyLO Announcement tool at least once every two days. The unit Announcement will appear when you first enter our unit’s MyLO site. Alternatively, click on the Announcement button (towards the top of the MyLO screen) at any time.

WHEN YOU HAVE A QUESTION

Other students may have the same question that you have. Please go to the Ask the Class Discussion forum on the unit’s MyLO site. Check the posts that are already there – someone may have answered your question already. Otherwise, add your question as a new topic. Students are encouraged to support each other using this forum – if you can answer someone’s question, please do. We will attempt to respond to questions within 48 business hours. If your question is related to a personal issue or your performance in the unit, please contact the appropriate teaching staff member by email instead.

WHEN YOU HAVE AN ISSUE THAT WILL IMPACT ON YOUR STUDIES OR THE SUBMISSION OF AN ASSESSMENT TASK

If you have a personal question related to your studies or your grades, please contact teaching staff by email.
For general questions about the unit, please add them to the Ask the Class Discussion forum on the unit’s MyLO site. This way, other students can also benefit from the answers.

**Concerns and complaints**

The University is committed to providing an environment in which any concerns and complaints will be treated seriously, impartially and resolved as quickly as possible. We are also committed to ensuring that a student may lodge a complaint without fear of disadvantage. If you have a concern, information about who to contact for assistance is available on the [‘How to resolve a student complaint’ page](https://www.universityoftasmania.edu.au/student-support-and-development/how-to-resolve-a-student-complaint.html).

**Further information and assistance**

If you are experiencing difficulties with your studies or assignments, have personal or life-planning issues, disability or illness which may affect your course of study, you are advised to raise these with the unit coordinator in the first instance.

There is a range of University-wide support services available to you including [Student Learning Support](https://www.universityoftasmania.edu.au/student-support-and-development/student-learning-support.html), [Student Advisers](https://www.universityoftasmania.edu.au/student-support-and-development/student-advisers.html), [Disability Services](https://www.universityoftasmania.edu.au/student-support-and-development/disability-services.html), and more which can be found on the [Student Support and Development](https://www.universityoftasmania.edu.au/student-support-and-development.html) page of the University website.

Should you require assistance in accessing the [Library](https://www.library.unisa.edu.au/), visit their website for more information.

If you are experiencing difficulties with your studies or assignments, have personal or life-planning issues, disability or illness, which may affect your course of study, you are advised to raise these with the unit coordinator in the first instance.

There is a range of University-wide support services available to you including Student Learning Support, Student Advisers, Disability Services, Safety Net Grant Scheme (TUU) and more which can be found on the Student Support and Development page of the University website.

Should you require assistance in accessing the Library, visit their website for more information.
<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE BEGINNING</th>
<th>TOPIC/ MODULE/ FOCUS AREA</th>
<th>ACTIVITIES</th>
<th>RESOURCES/ READINGS/ FURTHER INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>22 July</td>
<td>Strategic HRM</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 1 (Stone, 2017). HRM</td>
</tr>
<tr>
<td>3</td>
<td>29 July</td>
<td>Human Resource Planning</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 2 (Stone, 2017). HRM</td>
</tr>
<tr>
<td>4</td>
<td>5 August</td>
<td>Talent attraction &amp; selection</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 5, 6, 7 (Stone, 2017). HRM</td>
</tr>
<tr>
<td>5</td>
<td>12 August</td>
<td>Talent development &amp; Retention</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 9, 10 (Stone, 2017). HRM</td>
</tr>
<tr>
<td>6</td>
<td>19 August</td>
<td>Group presentations</td>
<td>Group presentations</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>26 August</td>
<td>Managing performance</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 8 (Stone, 2017). HRM</td>
</tr>
</tbody>
</table>

**Mid-semester break 2 – 8th September**

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE BEGINNING</th>
<th>TOPIC/ MODULE/ FOCUS AREA</th>
<th>ACTIVITIES</th>
<th>RESOURCES/ READINGS/ FURTHER INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>9 September</td>
<td>Reward &amp; recognition management</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 11, 12, 13 (Stone, 2017). HRM</td>
</tr>
<tr>
<td>9</td>
<td>16 September</td>
<td>Managing workplace health &amp; safety</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 17 (Stone, 2017). HRM</td>
</tr>
<tr>
<td>10</td>
<td>23 September</td>
<td>Managing diversity</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 18 (Stone, 2017). HRM</td>
</tr>
<tr>
<td>11</td>
<td>30 September</td>
<td>Industrial relations</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 14 (Stone, 2017). HRM</td>
</tr>
<tr>
<td>12</td>
<td>8 October</td>
<td>Managing conflict &amp; workplace negotiation</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 16 (Stone, 2017). HRM</td>
</tr>
<tr>
<td>13</td>
<td>14 October</td>
<td>Revision Week</td>
<td>Revision Week</td>
<td></td>
</tr>
</tbody>
</table>

**Exam Period 26 October – 12 November (inclusive)**
The Tasmanian School of Business and Economics (TSBE) is currently in the process of applying for business accreditation with the Association to Advance Collegiate Schools of Business (AACSB) – the lead program for accrediting business schools globally. AACSB seeks to connect educators, students, and business to achieve a common goal – to create the next generation of business leaders.

By joining AACSB and going through the accreditation process, TSBE is joining a global alliance committed to improve the quality of business education around the world, and to share the latest innovations in business education. Gaining Business Accreditation with AACSB is a multi-year process involving TSBE demonstrating our performance against the 15 accreditation standards.

Once complete, TSBE will join a select community of accredited business schools, with only 7% of all business schools globally having completed the AACSB process. This will further enhance the reputation of TSBE, and further enhance the global recognition of your qualifications. To find out more about AACSB click here.