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

College of Business and Economics (College)

BMA583

MANAGING PEOPLE AND THE EMPLOYMENT RELATIONSHIP

12.50 Credit points

Semester 2, 2019

Unit Outline

Unit Coordinator

A/Prof Bernard Mees
CONTACT DETAILS

Unit coordinator

Unit coordinator: A/Prof Bernard Mees
Campus: Sandy Bay
Email: Bernard.Mees@utas.edu.au
Phone: Contact by email
Room location and number: Centenary 313
Consultation hours: By appointment
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WHAT IS THE UNIT ABOUT?

Unit description

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. The impact of globalisation, increased competition for talented employees, skills shortages and changing expectations of the employment relationship pose increasingly complex challenges for all organisations.

A sound understanding of human resource principles and concepts and how to implement human resource policies and procedures is of importance to human resource specialists and line managers alike. Effective human resource management requires a thorough knowledge of, and skills in, various people management functions, together with the ability to meld these functions into a carefully planned, well-integrated program that will assist organisations achieve their objectives.

In this unit you will examine current topics in human resource management and bridge theory and practice by examining issues from both strategic and operational perspectives. There is a focus on students’ understanding of the skills required to be an effective human resources specialist or people manager. Human resources matters in this unit are examined from the perspective of managers, human resources specialists and employees.

Intended Learning Outcomes

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

1. Demonstrate broad knowledge of human resource management’s function within an organisation including human resource management’s role and responsibilities in people management and strategic business decision making.
2. Demonstrate knowledge of human resource management theory and principles and the ability to apply theory and principles to practical employment relations situations
3. Practice human resource management
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

In response to student feedback, the teaching format has been modified to provide students with more contact time.

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>Presentation</td>
<td>Weeks 5-9</td>
<td>40</td>
<td>LO2, LO4</td>
</tr>
<tr>
<td>Report</td>
<td>Week 13</td>
<td>60</td>
<td>LO1, LO2, LO3, LO4</td>
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</tbody>
</table>

Assessment details

Assessment Task 1: Presentation

Task description

Face-to-face students: to receive full marks for this assessment task, you are required to do the following:
1. Form groups of up to FIVE (5) students;
2. During the workshops, make a 20 minute presentation on a contemporary issue in human resource management or employment relations from a list of topics supplied by the unit coordinator;
3. Students not presenting at the time are required to peer review two other presentations during the scheduled workshops.

Distance students: to receive full marks for this assessment, you are required to do the following:
1. Form groups of up to FIVE (5) students;
2. By week 7, record a 20 minute presentation on a contemporary issue in human resource management or employment relations from a list of topics supplied by the unit coordinator;
3. Upload the presentation to MyLO
4. Peer review two other presentations uploaded by other distance students.

Criterion Number | Criterion Description | Measures ILO: |
<table>
<thead>
<tr>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Research, analyse and evaluate current HRM literature and HRM theories and principles.</td>
<td>LO2</td>
</tr>
<tr>
<td>2</td>
<td>Participate in oral presentations by applying theory, concepts and required readings to a case.</td>
<td>LO4</td>
</tr>
<tr>
<td>3</td>
<td>Communicate with a group and participate in the management of group activities</td>
<td>LO4</td>
</tr>
</tbody>
</table>

Task Length

Due by date

Weeks 5-9
Assessment Task 2: Report

| Task description | Analyse the provided case and submit an individual written report to the board recommending strategies for improving the firm’s performance. The report will need to include:  
| • An executive summary (maximum 200 words – part of the total word count)  
| • Summary of recommendations  
| • A critical analysis of the firm’s performance (from the perspective of HR)  
| • Recommendations backed up by literature including justification for the proposed strategies. |

<table>
<thead>
<tr>
<th>Criterion Number</th>
<th>Criterion Description</th>
<th>Measures ILO:</th>
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<tbody>
<tr>
<td>1</td>
<td>Please refer to rubric provided in MyLO</td>
<td>LO1, LO2, LO3, LO4</td>
</tr>
</tbody>
</table>

Task Length

Due by date Week 13

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

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.

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.

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. If you have passed the unit 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.
### 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](https://www.mylo.edu) 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](https://www.university.edu) page on the University web site or the [Academic Honesty site on MyLO](https://www.mylo.edu).

### 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:

- 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
- 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](https://www.university.edu) – 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**

There is no set textbook in this unit. Instead, a list of weekly readings is available on MyLO.

**Recommended readings**


**Useful websites:**


**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 and websites recommended above, students are also expected to be familiar with the key academic journals in the discipline from which useful insights may be derived. In particular, these include:

**Academic Journals:**

*Asia Pacific Journal of Human Resources*
*Human Relations*
*Human Resource Management Journal*
*International Journal of Human Resource Management*
*Work, Employment and Society*

Activities

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

This unit is taught in a blended mode, which means it combines face-to-face lectures and workshops, online webinars, discussion boards and on-line readings.

**Workshops**

Lecture workshops will be held weekly.

All lecture content in the unit, will be video-recorded and uploaded to MyLo for the use of distance students. Distance students are welcome to attend the lectures/workshops if they are able, but it is not essential for them to do so.

**Online activities**

There will be biweekly webinars during the semester. At the webinars the unit coordinator will lead discussion on the essential readings and other topics.
Specific attendance/performance requirements

In this unit, your active engagement will be monitored through active participation in the workshops.

If you do not demonstrate evidence of having engaged actively with this unit by Week 4 of semester, your enrolment may be cancelled or you may be withdrawn from the unit.

Teaching and learning strategies

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.

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.

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.

**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, Student Advisers, Disability Services, 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.
## Unit schedule

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<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>1</td>
<td>15 July</td>
<td>Introduction</td>
<td></td>
<td>Week 1 reading</td>
</tr>
<tr>
<td>2</td>
<td>22 July</td>
<td>Strategic human resource management</td>
<td></td>
<td>Week 2 reading</td>
</tr>
<tr>
<td>3</td>
<td>29 July</td>
<td>People and work</td>
<td></td>
<td>Week 3 reading</td>
</tr>
<tr>
<td>4</td>
<td>5 August</td>
<td>The legal context</td>
<td></td>
<td>Week 4 reading</td>
</tr>
<tr>
<td>5</td>
<td>12 August</td>
<td>Work and the employment cycle</td>
<td>Presentations</td>
<td>Week 5 reading</td>
</tr>
<tr>
<td>6</td>
<td>19 August</td>
<td>Flexibility and labour markets</td>
<td>Presentations</td>
<td>Week 6 reading</td>
</tr>
<tr>
<td>7</td>
<td>26 August</td>
<td>The psychological contract</td>
<td>Presentations</td>
<td>Week 7 reading</td>
</tr>
</tbody>
</table>

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

<table>
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<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>Workplace health and safety</td>
<td>Presentations</td>
<td>Week 8 reading</td>
</tr>
<tr>
<td>9</td>
<td>16 September</td>
<td>Human resource development</td>
<td>Presentations</td>
<td>Week 9 reading</td>
</tr>
<tr>
<td>10</td>
<td>23 September</td>
<td>Values, ethics and culture</td>
<td></td>
<td>Week 10 reading</td>
</tr>
<tr>
<td>11</td>
<td>30 September</td>
<td>Diversity and inclusion</td>
<td></td>
<td>Week 11 reading</td>
</tr>
<tr>
<td>12</td>
<td>8 October</td>
<td>Globalisation</td>
<td></td>
<td>Week 12 reading</td>
</tr>
<tr>
<td>13</td>
<td>14 October</td>
<td>Conclusion</td>
<td>Report due</td>
<td></td>
</tr>
</tbody>
</table>

Exam Period 26 October – 12 November (inclusive)
ACCREDITATION

AACSB Accreditation

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.