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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.
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 text book is not sufficient.
## HOW WILL I BE ASSESSED?

### Assessment schedule

<table>
<thead>
<tr>
<th>Assessment Items</th>
<th>Due Date</th>
<th>Value/Weighting</th>
<th>Link to Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assessment Task 1:</strong> Online multiple-choice test, end of study weeks 4 &amp; 8</td>
<td>Week 4 &amp; 8</td>
<td>20% (10 &amp; 10)</td>
<td>1</td>
</tr>
<tr>
<td><strong>Assessment Task 2:</strong> Essay</td>
<td>Week 7</td>
<td>25%</td>
<td>1,2 &amp; 3</td>
</tr>
<tr>
<td><strong>Assessment Task 3:</strong> Group Presentation</td>
<td>Week 10</td>
<td>25%</td>
<td>1,2 &amp; 3</td>
</tr>
<tr>
<td><strong>Assessment Task 4:</strong> Exam</td>
<td>Exam period</td>
<td>30%</td>
<td>1,2 &amp; 3</td>
</tr>
</tbody>
</table>

### Assessment details

**Assessment task 1: Multiple choice test**

**Task description**

You are expected to complete an online test in Week 4 and week 8. 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 and week 8. Each test will have 20 multiple choice questions (MCQ). Each test is worth 10% for a total of 20%.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Measures Intended Learning Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criterion 1</td>
<td>Identify and define core concepts, principles and theories of HRM/IR.</td>
</tr>
<tr>
<td>Task length</td>
<td>20 MCQ questions in week 4 &amp; week 8</td>
</tr>
<tr>
<td>Due by date</td>
<td>Sunday 11:59pm in Week 4 &amp; week 8</td>
</tr>
</tbody>
</table>
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 around 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 5 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 are not considered academic references.

<table>
<thead>
<tr>
<th>Criterion (Threshold Assessment)</th>
<th>Measures Intended Learning Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criterion 1</td>
<td>Demonstrate understanding of topic area</td>
</tr>
<tr>
<td>Criterion 2</td>
<td>Use academic content relevant to context of threshold assessment</td>
</tr>
</tbody>
</table>
Criterion 3 Communicate effectively in writing and use Harvard referencing correctly 3

Criterion (Full essay)

Criterion 1 Explain the rationale for policy & structure of the essay 1

Criterion 3 Analyse, assess and evaluate relevant HR literature to provide the basis for policy content and implementation 2

Criterion 3 Communicate effectively in writing and use Harvard referencing correctly 3

Task length Threshold assessment 500 words (plus/minus 10%); Full essay 1200 to 1500 words (no plus/minus 10%)

Due by date Threshold Assessment: 11.59pm Sunday in week 5 Full essay: 11:59pm, Sunday in week 7

Assessment task 3: Group scenario and presentation

Task description
A considerable amount of contemporary HR practice and thought is open to challenge. 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 10 in groups of around four students. The groups will be formed in week 5. 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 10. 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</th>
<th>Measures Intended Learning Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criterion 1</td>
<td>Content of presentation (applying a range of managerial perspectives) 1 &amp; 2</td>
</tr>
<tr>
<td>Criterion 2</td>
<td>Application of discipline knowledge 1 &amp; 2</td>
</tr>
<tr>
<td>Criterion 3</td>
<td>Quality of presentation 3</td>
</tr>
<tr>
<td>Criterion 4</td>
<td>Answering and asking questions 3</td>
</tr>
<tr>
<td>Criterion 5</td>
<td>Quality of Group documentation 3</td>
</tr>
</tbody>
</table>

**Task length**
15-minute presentation + 10 minutes question/answer. Group documentation posted in MyLO

**Due by date**
Week 10

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**Final Exam**

**Description / conditions**
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 3-6.

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 7-11

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

**Duration**
2 hours plus 15 minutes reading time

**Date**
To be advised
WHAT LEARNING OPPORTUNITIES ARE THERE?

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.

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.
Activities

Details of teaching arrangements
Eleven (10) content sessions (lectures) will be presented face-to-face. 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.
PowerPoint presentations may be downloaded. These can be downloaded onto portable devices.

Attending students
There will be eight (8) tutorials commencing in week 2 immediately after each lecture that are to cover the same material as the content for that week. The tutorial questions will be available to students beforehand in MyLO? The tutorials will focus on authentic learning experiences including understanding of content in context, applying knowledge to set scenarios and discussion of ‘hot topics’.

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
2. Submitting the threshold assessment due in week 5.

If you do not demonstrate evidence of having engaged actively with this unit by completing these two activities by Week 5 of semester, your enrolment may be cancelled, or you may be withdrawn from the unit.
<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>1</td>
<td>27 May</td>
<td>Welcome and introduction to Unit Evolution of HRM</td>
<td>Introduce yourself</td>
<td>Chapter 1 (part)</td>
</tr>
<tr>
<td>2</td>
<td>3 June</td>
<td>SHRM</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 1 (part)</td>
</tr>
<tr>
<td>3</td>
<td>10 June</td>
<td>Human Resource Planning</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 4</td>
</tr>
<tr>
<td>4</td>
<td>17 June</td>
<td>Talent attraction &amp; selection</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 6</td>
</tr>
<tr>
<td>5</td>
<td>24 June</td>
<td>Talent development &amp; Retention</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 7</td>
</tr>
<tr>
<td>6</td>
<td>1 July</td>
<td>Managing performance</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 8</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td><strong>Mid-semester break (8-12 July)</strong></td>
</tr>
<tr>
<td>7</td>
<td>15 July</td>
<td>Reward &amp; recognition management</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 9</td>
</tr>
<tr>
<td>8</td>
<td>22 July</td>
<td>Managing workplace health &amp; safety</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 10</td>
</tr>
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<td>29 July</td>
<td>Industrial relations</td>
<td>Tutorial questions for discussion</td>
<td>Chapter 3</td>
</tr>
<tr>
<td>10</td>
<td>5 August</td>
<td>Managing conflict &amp; workplace negotiation</td>
<td>Group presentations</td>
<td>Chapter 11</td>
</tr>
<tr>
<td>11</td>
<td>12 August</td>
<td></td>
<td>Group presentations</td>
<td></td>
</tr>
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<td>12</td>
<td>19 August</td>
<td></td>
<td>Revision Week</td>
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**Exam Period (24 - 30 August)**
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.