



Victoria Management School

MMBA 519
HUMAN RESOURCE MANAGEMENT

Trimester 2 2005

COURSE OUTLINE

- School Website:** www.vuw.ac.nz/vms
- Contact details:** Professor George Lafferty
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- Start Date:** 7 July 2005
Format: One two-hour session each week.
Lecture Times: Thursdays, 7:40 pm – 9:30 pm
Location: Rutherford House LT3

Final Examination Period 30 May – 18 June 2005

Course Objectives

The emphasis in this course will be on a *critical* approach to HRM strategies and their application in specific organisational contexts. The course is designed to assist you in evaluating the effectiveness and appropriateness of the HRM strategies and practices operated within your organisations. By the end of the course you should be able to:

1. Explain how Human Resource Management policies and practices can best contribute to the achievement of organisational goals.
2. Select between and apply the relevant Human Resource Management theories and practices to practical management challenges that you encounter.
3. Critically evaluate the effectiveness of the selection and application of the set of Human Resource Management approaches used in an organisation.

Regular attendance is important to your participation in this course. It is expected that everyone will have studied the relevant readings for each week, indicated below.

Textbook:

There is no set text for this course. However, there are various HRM texts that you may find useful. These include:

Macky, K and Johnson, G. (2003) *Managing Human Resources in New Zealand*, 2nd Edition. McGraw Hill, Auckland.

Rudman, Richard (2002) *Human Resources Management in New Zealand*, 4th edition, Auckland, Pearson Education New Zealand.

Stone, Raymond J. (2005) *Human Resource Management*, Milton (Qld), John Wiley and Sons.

There is a set of course readings. These will form the basis for discussion, debate and analysis during the course, which will be oriented around active participation.

Class Schedule

Week	Topic	Reading
1	Introduction: HRM – Theory, Practice and Contemporary Issues	Nil
2	The Employment Relationship	Budd, J.W. (2004).
3	Training for the ‘Knowledge Economy’? (Chris Dunn)	Buchanan, Watson, Campbell and Briggs (2003)
4	Organisation and Workplace Training (Chris Dunn)	Hawke, G. (2002)
5	Employee-Centred HRM	Edgar, F. (2003).
6	Performance Management and Appraisal	Wiese, D.S. and Buckley, R. (1998).
7	HRM: The Legal Dimension	Occupational Safety and Health Service (2001)
8	Conflict and Negotiation	Dabscheck, B. (2003).
9	Diversity and Equity	Maxwell, G.A., Blair, S. and McDougall, M. (2001)
10	HRM, Flexibility and Productivity	de Bruin and Dupuis (2004)
11	HRM, workers and voice	Guest (2002)
12	Conclusion	Nil

Readings

- Week 1** Nil.
- Week 2** Budd, J.W. (2004) ‘The objectives of the employment relationship’, in J.W. Budd, *Employment with a Human Face*, Ithaca: Cornell University Press.
- Week 3** Buchanan, J., Watson, I., Campbell, I., & Briggs, C. (2003). 'Whatever happened to life-long learning?' in *Fragmented Futures: New Challenges in Working Life*. Sydney: The Federation Press.
- Week 4** Hawke, G. (2002) ‘Are training systems expecting too much from workplaces?’, paper delivered to the *Developing Skills for the New Economy* conference, Winnipeg, October.
- Week 5** Edgar, F. (2003) ‘Employee-centred Human Resource Management Practices’, *New Zealand Journal of Industrial Relations* 28(3): 230-240.
- Week 6** Wiese, D.S. and Buckley, R. (1998) ‘The evolution of the performance appraisal process’, *Journal of Management History* 4(3): 233-249.
- Week 7** Occupational Health and Safety Service (2001) *The Costs and Benefits of Complying with the HSE Act, 1992*, Occasional Paper 2001/4, Wellington: Labour Market Policy Group.
- Week 8** Dabscheck, B. (2003) ‘Take this and be thankful: the 2003 New Zealand Cricket pay dispute’, *New Zealand Journal of Industrial Relations* 28(3): 242-256.
- Week 9** Maxwell, G.A., Blair, S. and McDougall, M. (2001) ‘Edging towards managing diversity in practice’, *Employee Relations* 23(5): 468-482.

- Week 10** De Bruin, A. and Dupuis, A. (2004) 'Flexibility in the complex world of non-standard work', *New Zealand Journal of Employment Relations* 29(3): 53-66.
- Week 11** Guest, D. (2002) 'Human Resource Management, corporate performance and well-being: building the worker into HRM', *The Journal of Industrial Relations* 44(3): 335-358.

Course Assessment

The assessment for MMBA519 consists of three items. **All** items must be completed to pass the course.

Type	%	Due Date
Debate Presentation	15	Throughout the trimester
Debate Essay	35	Friday, 7 October, 5 pm.
Exam	50	To be announced.

1. DEBATE PRESENTATION (15%)

Debate groups (two groups for each week, 3-11) will be organised during week 1. The groups will negotiate their own debate statement, to be provided to the course coordinator one week before the presentation. Debates will occur during weeks 3-12. Debate protocols will be discussed and distributed in week 1. The debate presentation will be assessed on its clarity, exploration of the main issues. Audio-visual and data projection facilities will be available. The debate presentation assessment will consist of a group mark (10%), plus an individual mark (5%), and will form 15% of the total marks for the course. The debate presentation will provide the basis for the second assessment item, the debate essay.

2. DEBATE ESSAY (35%) (2,000 WORDS)

The debate essay is to be written as an **individual**, not group, piece of work. It should provide a critical analysis of the statement discussed during the debate, with reference to both relevant literature and to your own workplace experiences. You should address the following issues: the significance of the debate statement addressed; the main issues it raises; the respective arguments for and against the statement; you should conclude with your own critical evaluation of the merits and significance of the statement. The Harvard system of referencing – e.g. (Smith 1999: 20-21) – should be used.

3. END-OF-TRIMESTER EXAM (50%)

A final exam will be held during the University exam period (30 May-18 June 2005). The exam will be based on the debates held during the course. Discussion of the exam will take place in week 12 of the course.

Victoria MBA Grading Standards

- Victoria MBA - **Excellent** Category
A (80 – 85%) to A+ (above 85%): The quality is performed to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master's level.
- Victoria MBA - **Very Good** Category
B+ (70 – 74%) to A- (75 – 79%): The quality is performed at a high standard. Students have reached a level which clearly exceeds “competency”.
- Victoria MBA - **Good** Category
B- (60 – 64%) to B (65 – 69%): The quality is clearly demonstrated without being exceptional in any way. Students can be thought of as competent in respect of this quality.
- Victoria MBA - **Satisfactory** Category
C (50 – 54%) to C+ (55 – 59%): The quality is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student on this quality.
- Victoria MBA - **Unsatisfactory** Category
E (0 – 39%) to D (40 – 49%): The quality is absent or performed to a very low level, or the performance is seriously flawed in this respect.
- Please note that the MBA Board of Studies (End of Course Marks Meeting) reserves the right to adjust final grade distributions in order to achieve meaningful grading standards and equity in the application of evaluation standards across various MBA courses.

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Individual Work

While the Victoria MBA programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments.

Communication of Additional Information

Additional information and information on any changes will be conveyed to students via class announcements and in written form on the university Blackboard server for MMBA 519.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications.

Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office, will be open from 9:00 am to 5:00 pm during Trimester 2, offers the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

Please note:

There will be a Student Administration Adviser, from the RWW office, based in EA005 from Monday 27 June to Friday 1 July (9:00 am to 5:00 pm) and from Monday 4 July to Friday 22 July (11:00 am to 1:00 pm).

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at: www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at: www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the MBA Programme Director, then the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website:

www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely.

Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at:

www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.

Maori and Pacific Mentoring programme (Manaaki Pihipihinga)

This is a free programme of mentoring for Maori and Pacific students doing first year courses within the Faculty of Commerce and Administration. Weekly one hour mentoring sessions: drafting and editing assignments/discussing any questions that you might have from tutorials or lectures and going over every aspect of essay writing, either in small group sessions or on a one-to-one basis.

This includes:

- A computer suite hooked up to cyber commons for students to use to produce their assignments.
- Regular skill-based workshops with a learning adviser from Student Learning Support Services.
- Networking with other Maori and Pacific support groups throughout the university.

For more information please contact: Melissa Dunlop, Programme Coordinator
Ph: 463 6015 or Email: Maori-Pacific-Mentoring@vuw.ac.nz

