Unit Outline*

HRMT2237

Human Resource Management

Semester 1, 2011
Crawley Campus

Unit Coordinator – Professor John Cordery

Business School
www.business.uwa.edu.au

* This Unit Outline should be read in conjunction with the Business School Unit Outline Supplement available on the Current Students web site http://www.business.uwa.edu.au/students
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UNIT DESCRIPTION

Introduction

Human resource management (HRM) refers to policies, practices and systems used to manage employees’ attitudes, behaviours and performance at work (Kramar, Bartram & Cieri, 2011). Through HRM, organisations seek to implement optimal ways of attracting, developing, rewarding and retaining employees who possess the right mix of skill, ability, knowledge and motivation. It is generally recognised that HRM policies and practices are key determinants of the effectiveness and competitive of contemporary businesses and organizations.

Unit content

This unit provides an introduction to the field of HRM, and therefore we will be covering a wide range of topics. The unit will cover the main functions usually associated with HRM: Human resource management roles and responsibilities in organizations, strategic human resource management, planning & forecasting human resource needs, recruitment, selection, performance management, remuneration, training & development, equal employment opportunity, and occupational health and safety. In addition to covering key theoretical perspectives, illustrative examples of HRM in practice will be provided from both public and private sector organisations in Australia and overseas.

The goal of the unit

This Unit provides an introductory level of understanding of the key concepts in HRM and their application to the workplace, and is a core foundation unit in both the Management and those Human Resource Management & Employment Relations majors within the B.Com degree.

Learning outcomes

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

- identify and analyse concepts and techniques in HRM;
- understand the importance, purpose and objectives of HRM;
- be aware of the internal and external factors that influence the conduct of HRM in organisations;
- describe and analyse current issues and trends in HRM;
- apply your learning about HRM concepts to practical contexts and issues;
- gather and critically analyse information from the library, the web and other sources of information.

Educational principles and graduate attributes

In this unit, you will be encouraged and facilitated to develop the ability and desire to:

- adapt and apply the knowledge you develop to assist you in developing effective strategies for the management of people;
- learn more about how people management practices can be applied for the benefit of both organisations and their members;
- communicate effectively to others on issues relating to people management in organisations.
TEACHING AND LEARNING RESPONSIBILITIES

Teaching and learning strategies
In this course, you are required to attend a two-hour class session run by the unit coordinator as well as a 45 minute group tutorial.

Class Sessions
There are two 45 minute class sessions per week, linked to a specific topic (see Unit Schedule), with a 15 minute break between them. At the conclusion of each pair of lectures, I will provide a list of Key Learning Points – things I expect you to have learned and understood about the topic.

Tutorials
The tutorials are designed to help you reinforce your understanding of material that has been covered in the lectures and text. You are advised to spend the first 20 minutes or so discussing the assigned reading - what it illustrates about effective human resource management practices, and how it relates to the content of the lectures. Any remaining time may be devoted to discussing any aspect of the previous week's lecture and text material you wish. Your tutor will facilitate the discussion – use the time to make sure you understand fully the material covered.

Teaching and learning evaluation
You may be asked to complete two evaluations during this unit. The Student Perception of Teaching (SPOT) and the Students' Unit Reflective Feedback (SURF). The SPOT is optional and is an evaluation of the lecturer and the unit. The SURF is completed online and is a university wide survey and deals only with the unit. You will receive an email from the SURF office inviting you to complete the SURF when it is activated. We encourage you to complete the forms as your feedback is extremely important and can be used to make changes to the unit or lecturing style when appropriate.

Attendance
Participation in class, whether it be listening to a lecture or getting involved in other activities, is an important part of the learning process, therefore it is important that you attend classes. More formally, the University regulations state that 'to complete a course or unit students shall attend prescribed classes, lectures, seminars and tutorials'.
**CONTACT DETAILS**

We strongly advise students to regularly access their student email accounts. Important information regarding the unit is often communicated by email and will not be automatically forwarded to private email addresses.

<table>
<thead>
<tr>
<th>Unit coordinator/lecturer</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name:</strong></td>
<td>Professor John Cordery</td>
</tr>
<tr>
<td><strong>Email:</strong></td>
<td><a href="mailto:John.cordery@uwa.edu.au">John.cordery@uwa.edu.au</a></td>
</tr>
<tr>
<td><strong>Phone:</strong></td>
<td>6488 2006</td>
</tr>
<tr>
<td><strong>Consultation hours:</strong></td>
<td>By appointment</td>
</tr>
<tr>
<td><strong>Lecture times:</strong></td>
<td>Monday 9-10.45am</td>
</tr>
<tr>
<td><strong>Lecture venue:</strong></td>
<td>Social Science LT</td>
</tr>
</tbody>
</table>

**TEXTBOOK AND RESOURCES**

**Unit website**

http://www.webct.uwa.edu.au

**Textbook**


**Tutorial Readings**


**Useful Websites**


The Society for Human Resource Management (USA) [http://www.shrm.org/](http://www.shrm.org/)

Academy of Management (HR Division) [http://www.hrdiv.org/](http://www.hrdiv.org/)
# UNIT SCHEDULE

<table>
<thead>
<tr>
<th>Week #</th>
<th>Topic</th>
<th>Textbook Reading</th>
<th>Tutorial Reading¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction</td>
<td>Chapter 1</td>
<td>No Tutorial in Week 1</td>
</tr>
<tr>
<td>2</td>
<td>Strategic HRM</td>
<td>Chapter 2</td>
<td>Cascio (2006)</td>
</tr>
<tr>
<td>3</td>
<td>Contextual issues in HRM</td>
<td>Chapter 3</td>
<td>Pfeffer (2005)</td>
</tr>
<tr>
<td>4</td>
<td>Analysis &amp; design of work</td>
<td>Chapter 6</td>
<td>Singh (2008)</td>
</tr>
<tr>
<td>5</td>
<td>Human resource planning</td>
<td>Chapter 7</td>
<td>Armstrong-Stassen, M (2008)</td>
</tr>
<tr>
<td>6</td>
<td>Recruitment &amp; selection</td>
<td>Chapter 8</td>
<td>Bhattacharya, Sen &amp; Korschun (2008)</td>
</tr>
<tr>
<td>8</td>
<td>Performance management</td>
<td>Chapter 8</td>
<td>Latham, Almost, Mann, &amp; Moore (2005)</td>
</tr>
<tr>
<td></td>
<td><strong>Mid-Semester Break</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Managing compensation</td>
<td>Chapter 13</td>
<td>Dillon (2009)</td>
</tr>
<tr>
<td>10</td>
<td>Performance-related pay</td>
<td>Chapter 14</td>
<td>Mannion &amp; Davies (2008)</td>
</tr>
<tr>
<td>11</td>
<td>Occupational health &amp; safety</td>
<td>Chapter 4</td>
<td>Goetzel &amp; Ozminkowski (2008)</td>
</tr>
<tr>
<td>12</td>
<td>Employee retention</td>
<td>Chapter 17</td>
<td>Holtom, Mitchell &amp; Lee (2006)</td>
</tr>
</tbody>
</table>

¹ All tutorial readings are available on Course Materials Online (CMO).
ASSESSMENT MECHANISM

The purpose of assessment
There are a number of reasons for having assessable tasks as part of an academic program. The assessable tasks are designed to encourage you to explore and understand the subject more fully. The fact that we grade your work provides you an indication of how much you have achieved. Providing feedback on your work also serves as part of the learning process.

Assessment mechanism summary

<table>
<thead>
<tr>
<th>Item</th>
<th>Weight</th>
<th>Due date</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading Reports</td>
<td>10%</td>
<td>Reports to be submitted at each tutorial</td>
<td>1% for each of 10 reports submitted. Reports can only be submitted at the relevant tutorial session and attendance is required.</td>
</tr>
<tr>
<td>Annotated Bibliography</td>
<td>15%</td>
<td>Week 4</td>
<td>Submit at Week 4 tutorial</td>
</tr>
<tr>
<td>Essay Assignment</td>
<td>20%</td>
<td>2nd May 5pm</td>
<td>Submit online via Uniprint.</td>
</tr>
<tr>
<td>Final exam</td>
<td>55%</td>
<td>TBA</td>
<td></td>
</tr>
</tbody>
</table>

Note 1: Results may be subject to scaling and standardisation under faculty policy and are not necessarily the sum of the component parts.

Note 2: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning outcomes as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the unit.

Assessment components

1. Reading Reports (10%)

This component of assessment is designed to further develop your analytical and communication skills, to assist your learning of key HRM principles and practices, and to assist you in contributing to informed discussion within the tutorial.

Each tutorial has a single assigned reading. You are required to write a brief (1 -2 page) executive summary of each reading and submit it at the tutorial. Your summary can be in any format you want, including bullet points, but it must summarise the main points of the article and how you see its relevance for HRM. An example may be found on WebCT.

Bring each reading report along to the relevant tutorial, and hand it to your tutor at the end.

You will receive 1 mark for each of 10 reports submitted at a tutorial.

Important Note: If you miss a tutorial, you will **not be able to receive a mark for the associated reading report**, unless of course you were unable to attend because of illness (medical certificate required), or some other personal hardship. In such events, where possible, email your tutor to advise them in advance of the reasons you cannot attend.

Where your tutorial falls on a University holiday, your tutor will arrange a make-up tutorial for you.
2. **Annotated Bibliography (15%)**

For this assignment, you must prepare an annotated bibliography of 10 journal articles that relate to the essay assignment topic below.

An annotated bibliography is a collection of brief analytical summaries of articles or books read while researching a topic. Annotated bibliographies are commonly prepared by researchers before writing reports or articles, and also as a resource to inform others about key articles and books on a topic. The annotated bibliography consists of a list of citations to key articles in an area, followed by a 150-200 word descriptive and evaluative paragraph (the annotation). This annotation serves to inform the reader as to the content, relevance, and quality of the article in question.

A useful guide to how to prepare an annotated bibliography may be found at: [http://www.library.cornell.edu/olinuris/ref/research/skill28.htm](http://www.library.cornell.edu/olinuris/ref/research/skill28.htm)

3. **Essay Assignment (20%)**

Write a 3000 word essay on the following topic:

“Outsourcing HRM: When and why is it appropriate?”

Further guidance and assistance, and marking criteria, will be provided in tutorials and on WebCT.

4. **Final exam (55%)**

Exam will consist of multiple choice and essay-type questions. It will deal with all topics covered in the course.

Prior exam papers are available on CMO.

**Submission of assignments**

- **Electronic Submission ONLY**

An electronic submission is required by the due date. Submit your assignment in an electronic format by going to the Uniprint web site [www.uniprint.uwa.edu.au](http://www.uniprint.uwa.edu.au), then click on “Student Assignments” and follow the instructions.

You will also be required to submit a copy of your assignment on WebCT.

If you have been granted additional time to complete an assignment or have missed the deadline for submission, you can submit your assignment in hard copy to the Students Centre. Please remember to attach an Assignment Cover sheet to the front of your assignment. You can download the relevant Assignment Cover sheet from the Business School Current Students web page [http://www.business.uwa.edu.au/students/assessments](http://www.business.uwa.edu.au/students/assessments)

**FAILURE TO LODGE AN ASSIGNMENT THROUGH UNIPRINT BY THE DUE DATE WILL RESULT IN IT BEING JUDGED A LATE SUBMISSION AND CONSEQUENTLY BEING PENALISED. THERE ARE NO PAPER SUBMISSIONS FOR THIS UNIT.**
Charter of Student Rights and Responsibilities


Appeals against academic assessment

The University provides the opportunity for students to lodge an appeal against assessment results and/or progress status (refer http://www.secretariat.uwa.edu.au/home/policies/appeals).