HUMAN RESOURCE MANAGEMENT AND STRATEGY MGMT-2030

Semester 1 2016   6 Units   In Person Delivery   Modified 09/02/2016

CONTACT INFORMATION

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This course provides an overview of the principles, theories and practices of human resource management (HRM) and the linkage between HRM and business strategy. Specific topics include the strategic role of HRM, recruitment and selection, learning and career development, employee motivation and reward management, performance appraisal, diversity management, workplace health and safety, and employment relations. Please note that the material is designed with an Australian focus and it will not cover International HRM issues and concepts except as they manifest in domestic HR management.

Upon successful completion of the requirements for this course, students will be able to:

1. Understand and identify the key issues and challenges relating to HRM processes and practices (e.g. recruitment and selection, learning and development, performance management, and reward management);

2. Acquire a solid theoretical and practical perspective on the key human resource management concepts;

3. Identify the linkages between HRM processes and practices and business strategies, structures and culture;

4. Develop an awareness of the different internal and external factors that impact the effectiveness of HR processes and practices; and

5. Strengthen key management competencies in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work.

Research-led teaching

This course accords with some of the basic principles of evidence-based management and practice and in so doing further aligns with the ANU’s objectives of research-led and evidence-based education. This course teaches students evidence-based principles for effective HR practice. Evidence-based Management (EBM) involves the conscientious, explicit and judicious use of best
available evidence about and within business organisations for decision-making. The Centre for Evidence-based Management (CEBMa) (http://www.cebma.org/) recognises the value of HR practitioners being more evidence-based in making decision about practice and solving HR problems. Those HR practitioners that rely on their personal experience and judgement alone are susceptible to making errors in judgement and causal inference which contaminate problem-solving and decision-making. HR practitioners that have a basic understanding of research concepts, and who are able to engage scientific evidence on HR practice, will be more adept at making impactful decisions that add value to work organizations.

The CEBMa has several resources available to students. Students in this course are encouraged to read Evidence-based Management: The Basic Principles on WATTLE.

**Staff feedback**

Students will be given feedback in the following forms in this course:

- Verbal comments during the lecture in response to questions and discussions of weekly themes;
- Written comments on assessment tasks 2 (portfolio) and 3 (research essay); and
- Generalised feedback to tutorial groups on issues raised in class, online and arising from the completed assessment of tasks 2 and 3.

Additional feedback can be solicited from tutors to support enhanced learning outcomes subject to individual student interest and needs.

<table>
<thead>
<tr>
<th>When</th>
<th>Topic</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td><strong>Lecture 1</strong></td>
<td>An Introduction to HRM</td>
<td>Required reading: Chapters 1 &amp; 2</td>
</tr>
<tr>
<td>Week 1 17th of February</td>
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<tr>
<td><strong>Lecture 2</strong></td>
<td>HRM &amp; Principles from Psychology</td>
<td>Required reading: See WATTLE</td>
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<tr>
<td>Week 2 24th of February</td>
<td></td>
<td>Tutorials commence</td>
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<tr>
<td><strong>Lecture 3</strong></td>
<td>HR Planning &amp; Strategic HRM* Guest Lecturer</td>
<td>Required reading: Chapter 4</td>
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<tr>
<td>Week 3 2nd of March</td>
<td></td>
<td>Group Oral Presentations commence this week</td>
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<tr>
<td><strong>Lecture 4</strong></td>
<td>Work design</td>
<td>Required reading: Chapter 5</td>
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<tr>
<td>Week 4 9th March</td>
<td></td>
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<tr>
<td><strong>Lecture 5</strong></td>
<td>The Legal Framework and Employment Relations *Guest Lecturer</td>
<td>Required reading: Chapter 3</td>
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<tr>
<td>Week 5 16th March</td>
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<tr>
<td><strong>Lecture 6</strong></td>
<td>Staffing: Recruitment &amp; Selection</td>
<td>Required reading: Chapter 6</td>
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<tr>
<td>Week 6 23rd March</td>
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<td>When</td>
<td>Topic</td>
<td>Notes</td>
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<tr>
<td>Lecture 7</td>
<td>Learning &amp; Development</td>
<td>Required reading: Chapter 7</td>
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<tr>
<td>Week 7 30th March</td>
<td></td>
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<tr>
<td>Lecture 8 (after break)</td>
<td>Managing performance I</td>
<td>Required reading: Chapter 8</td>
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<tr>
<td>Week 8 20th April</td>
<td></td>
<td></td>
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<tr>
<td>Lecture 9</td>
<td>Managing performance II</td>
<td>Required reading: Chapter 8</td>
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<tr>
<td>Week 9 27th April</td>
<td></td>
<td></td>
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<tr>
<td>Lecture 10</td>
<td>Reward management</td>
<td>Required reading: Chapter 10</td>
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<tr>
<td>Week 10 4th of May</td>
<td></td>
<td>Evidence-based essay DUE</td>
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<tr>
<td>Lecture 11</td>
<td>Managing Occupational Health &amp; Safety</td>
<td>Required reading: Chapter 11</td>
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<tr>
<td>Week 11 11th May</td>
<td></td>
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<tr>
<td>Lecture 12</td>
<td>Evaluating HRM</td>
<td>Required reading: Chapter 12</td>
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<tr>
<td>Week 12 18th May</td>
<td></td>
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<tr>
<td>Lecture 13</td>
<td>Course overview</td>
<td></td>
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<tr>
<td>Week 13 25th of May</td>
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**MATERIALS**

**Recommended text:**


Available at Co-op book store.

**ASSESSMENT OVERVIEW**
## Summary

<table>
<thead>
<tr>
<th>Type</th>
<th>Weight</th>
<th>Learning Outcome</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tutorial attendance and participation</td>
<td>10%</td>
<td>LO1, LO2, LO3, LO4, LO5</td>
<td>Due date: Continuous over the semester</td>
</tr>
<tr>
<td>Group oral presentation</td>
<td>15%</td>
<td>LO1, LO2, LO3, LO4, LO5</td>
<td>Due date: Start Week 3, 2 of March</td>
</tr>
<tr>
<td>Evidence-based essay</td>
<td>35%</td>
<td>LO1, LO2, LO3, LO4, LO5</td>
<td>Due date: Week 10, 4 May</td>
</tr>
<tr>
<td>Final exam (closed book)</td>
<td>40%</td>
<td>LO1, LO2, LO3, LO4</td>
<td>Within exam period: 2-18 June</td>
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## Grading Scale

According to the ANU policy on assessment (https://policies.anu.edu.au/ppl/document/ANUP_004603), the standards that apply to High Distinction, Distinction, Credit and Pass in all coursework courses are as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>HD</td>
<td>80-100%</td>
<td>Work of exceptional quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
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<tr>
<td>D</td>
<td>70-79%</td>
<td>Work of superior quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>C</td>
<td>60-69%</td>
<td>Work of good quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
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<tr>
<td>P</td>
<td>50-59%</td>
<td>Work of satisfactory quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>N</td>
<td>0-49%</td>
<td>Work in which the attainment of learning outcomes at or above the relevant qualification level has not been demonstrated</td>
</tr>
</tbody>
</table>
ASSESSMENT ITEMS

Tutorial Attendance and Participation: 10%
Your attendance and participation in tutorials are vital to learning in this course. Tutorials provide a forum for structured discussion, problem-solving, argument, and opinion on topics and issues canvassed in this course. Each student is expected to make a consistent, informed, and considered contribution to tutorial discussion and debate. Students are also encouraged to ask presenters considered and relevant questions. Students will be expected to come class prepared and to have read the assigned a reading for each tutorial.

Group Oral Presentation: 15%
In groups of 2-3, students will present orally an analytical overview of an assigned scholarly journal article. Students will allocate themselves to presentation groups, and will be assigned a topic in the first tutorial. All presentation groups are expected to distribute a 1-page hand-out to the class as part of their presentation.

The tutor will assess group presentations. Marks will be based upon the quality of the presentation structure, content, and delivery. A mark and completed rubric will be given to each group up to two weeks after the presentation.

It is the group’s responsibility to have regular communication, co-ordination, and team processes and contingencies in place (for under performers and poor communicators) in order to optimise performance on this task. Working effectively and efficiently in teams is a critical management skill.

A rubric will be made available on WATTLE.

Evidence-based essay: 35%
You are required to write a 2000 word (double-spaced, 12 font, Time New Roman, 2.54 cm margins) essay response to on only one of the following questions:

1. To what extent do you agree or disagree with the statement: Behavioural performance assessments can never be entirely reliable.

2. To what extent do you agree or disagree with the following statement: There is no such thing as ‘best practice’ in HRM.

3. To what extent do you agree or disagree with the following statement The concept organizational justice has no real relevance to HR practices.

The essay must be written individually. The essay questions are designed to test you critical thinking, analytical, and research skills. Students are expected to draw upon research evidence and theory from scholarly journal articles.
Harvard in-text referencing is required.

Please see the ANU Academic Skills and Learning Centre (https://academicskills.anu.edu.au/) for guidance on essay writing and referencing.

A rubric will be made available on WATTLE.

**Final Examination Closed Book: 40%**

The final timetable will be available on the ANU Timetabling Information Centre website approximately two weeks prior to the commencement of the formal examination period.

Students must be available to sit examinations for the entire examination period.

**COURSE EXPECTATIONS**

Announcements

Students are expected to check the Wattle site for announcements about this course, e.g. changes to timetables or notifications of cancellations. Notifications of emergency cancellations of lectures or tutorials will be posted on the door of the relevant room.

Tutorial and/or Seminar registration

Tutorial and/or Seminar registration is done through the course Wattle page. Detailed information about sign-up times will be provided on Wattle or during the first lecture by the course convener.

When tutorials/seminars are available for enrolment:

1. Log-on to Wattle, and go to the course site.
2. Click on "Tutorial sign-up here" link
3. On the right of the screen, click "Become Member of ..." for the tutorial/seminar class you with to enrol in.
4. Confirm your choice.

If you need to change your enrolment, click on the tab "Leave group..." and then re-enrol in another group.

You will not be able to enrol in groups that have reached their maximum number.

Please note that your enrolment in ISIS must be finalised for you to have Wattle access.

**Extensions and penalties**

Extensions and late submission of assessment pieces are covered by the Student Assessment (Coursework) (https://policies.anu.edu.au/ppl/document/ANUP_004604) Policy
and Procedure.

You may be granted extensions for assessment pieces that are not examinations or take-home examinations by applying for special consideration.

Late submission of assessment tasks without an extension are penalised at the rate of **5% of the possible marks available per working day** or part thereof. Late submission of assessment tasks is not accepted 10 working days after the due date, or on or after the date specified in the course outline for the return of the assessment item.

If a course convener determines that late submission of assessment tasks is not accepted for a coursework course, this information is included in the course outline.

**Special consideration for assessments**

Students who are unable to submit their assessment by the due date may be eligible for an extension if supported by an Application for Special Consideration.

Information on special assessment consideration can be found at: [http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration](http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration).

Special Consideration applications must be completed before the due date of the affected assessment. In exceptional circumstances applications for an extension may be accepted up to three working days after the due date of the affected assessment.

The application must include all supporting documentation and include a copy of as much of the assignment as has been completed by the due time and date.

Special consideration applications must be submitted online at special.consideration@anu.edu.au (cdn-cgi/l/email-protection#a3d0d3c6c0cac2cf8dc0cccd0cac7c6d1c2d7caccode3c2cdd68dc6c7d68dc2d6). You will be notified by your lecturer if an extension has been approved.

**Identify your Assignment with your Student Number only**

When submitting your assignment please ensure that it contains your student number in the file name and on the first page. Please do not put your name anywhere in your assignment.

**Resubmission of assignments**

You are allowed to resubmit your assignments before the specific deadlines. Any submission done after the deadline will be considered as a late submission and the above listed penalty conditions will apply.

**Returning assignments**

All assignments will be marked and where appropriate feedback will be provided either:

- in class, or
- in person by appointment with the course lecturer, or
- via the course Wattle site.

**Referencing requirements**

See any specific requirements under Assessment Items.

The Harvard or Oxford referencing styles are to be used. Links to documentation on proper referencing methods are available on the course website or from the ANU Library website: [http://anulib.anu.edu.au/lib_home.html](http://anulib.anu.edu.au/lib_home.html)

**Deferred examinations**

A deferred examination is the sitting of an examination at a time other than the scheduled time/date.

Wherever possible a student should sit their examination at the prescribed time, and if necessary apply for special assessment consideration ([http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration](http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration)) for the marking of the examination. To apply for a deferred examination:

- Complete the form at [http://www.anu.edu.au/students/program-administration/assessments-exams/deferred-examinations](http://www.anu.edu.au/students/program-administration/assessments-exams/deferred-examinations)
- Scan and attach all supporting documentation
- Email to examinations.officer@anu.edu.au (mailto:deferred.examinations@anu.edu.au)

*Submit completed application no later than three working days after the scheduled examination.*

Decisions on applications relating to **final examinations** are made by the Examinations Office.

After receiving notification that a deferred examination has been granted, it is the **responsibility of the student** to confirm the date/time/location for that examination with the relevant ANU College or School.

**Finalisation of Marks and Grades**

Your final mark for the course will be based on the raw marks allocated for each of your assessment items. However, your final mark may not be the same number as produce by that formula, as marks may be scaled. Any scaling applied will preserve the rank order of raw marks (i.e. if your raw mark exceeds that of another student, then your scaled mark will exceed the scaled mark of that student), and may be either up or down.
Use of Assignments as exemplars and grade moderation

An important resource for enhancing educational quality is a stock of student work which can be de-identified and used as exemplars for future students in ANU courses, and for grade moderation exercises for teaching staff. If you do not wish your assignment to be used for such purposes please include a note to that effect on the front page of the assignment.

ANU POLICIES

ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and implement them. You can find the University’s education policies and an explanatory glossary at: http://policies.anu.edu.au/(http://policies.anu.edu.au/)

Key policies include:

- Code of Practice for Student Academic Integrity
- Student Assessment (Coursework) Policy and Procedure
- Undergraduate Award Rules
- Graduate Award Rules
- Student Surveys and Evaluations Policy

Academic Integrity

Students are expected to have read the ANU’s Code of Practice for Student Academic Integrity before the commencement of their course. (https://policies.anu.edu.au/ppl/document/ANUP_000392)

The following is an extract from the Code of Practice for Student Academic Integrity:

Any work by a student of the Australian National University must be work:

- that is original
- that is produced for the purposes of a particular assessment task
- that gives appropriate acknowledgement of the ideas, scholarship and intellectual property of others insofar as these have been used.

It is the responsibility of each individual student to ensure that:

- they are familiar with the expectations for academic integrity both in general, and in the specific context of particular disciplines or courses
- work submitted for assessment is genuine and original
- appropriate acknowledgement and citation is given to the work of others
- they declare their understanding of and compliance with the principles of academic integrity on appropriate pro formas and cover sheets as required by the academic area, or by a statement prefacing or attached to a thesis
- they do not knowingly assist other students in academically dishonest practice.

All breaches, careless or deliberate, are addressed. Careless breaches are addressed through academic penalties, such as deduction of marks and resubmission. Deliberate
breaches are subject to action under the *Discipline Rules* of the ANU (http://about.anu.edu.au/__documents/rules/disciplinerules.pdf). Penalties for a deliberate breach may include failing the piece of work involved, failing the course, or having candidature terminated.

Further information can be found at http://academichonesty.anu.edu.au/ (http://academichonesty.anu.edu.au/)

**Assessment Requirements**

Where possible, assessment items are submitted online through Turnitin. The ANU is using Turnitin to enhance student citation and referencing techniques, and to assess assignment submissions as a component of the University's approach to managing Academic Integrity.

For additional information regarding Turnitin please visit the ANU Online website (http://online.anu.edu.au/help_support/turnitin (http://online.anu.edu.au/help_support/turnitin)).

**Student Feedback**

ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the key formal ways students have to provide feedback is through Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching, and opportunities for improvement.


**Student Support Services**

Students experiencing academic or personal problems are welcome to discuss these with any member of the Faculty or to utilise the ANU's student support services links to which can be found at http://students.anu.edu.au/ (http://students.anu.edu.au/), including:

- the Counselling Centre at http://counselling.anu.edu.au/ (http://counselling.anu.edu.au/)
Library

- Information about the library can be found at http://anulib.anu.edu.au
- Opening hours can be accessed at http://anulib.anu.edu.au/using-the-library/opening-hours/
- For free training in information skills and computer skills see http://anulib.anu.edu.au/research-learn