Research School of Management
Australian National University
ACT 0200
Tel: 02 6125 6737, 02 6125 9839
Fax: 02 6125 8796
Email: rsm.enquiries@anu.edu.au
Student Office: Room 1088
Office: Level 1 LF Crisp Building
ANU Campus Map (map GH32)
http://tinyurl.com/9n8xgd8

College of Business and Economics
Australian National University
ACT 0200
Tel: International +61 2 6125 3807
Within Australia: 1300 732 120
(local call cost only)
Fax: International: +61 2 6125 0744
Within Australia: 02 6125 0744
Student Office: Level 2
Office: Building 26C

Students with enquiries about program (degree) requirements should contact the College office; enquiries about course administration (subjects) are normally handled by the relevant Research School.

MGMT2030
Human Resource Management and Strategy
Semester 1 2014

Course Description
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.
### Mode of Delivery
- On campus

### Prerequisites
- None

### Incompatible Courses
- None

### Course Convenor/Lecturer:
- Paul Stewart
  
  **Phone:** Email contact preferred, in urgent cases 6262 1688
  
  **Email:** paul.stewart@anu.edu.au
  
  **Office hours for student consultation:** After lectures and tutorials, and by appointment. Room 1099, near the RSM Student Office
  
  **Student administrator/s:** RSM Student Office (Monday to Friday 9am to 5pm)
  
  **Phone:** 6125 6737 or 6125 9839
  
  **Email:** Enquiries.rsm@anu.edu.au

### Tutors
- Ayman Malik
- Rebecca Woods
- Helen Hepburn
  
  Contact details may be obtained in first tutorial Consultation times to be advised.

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**http://programsandcourses.anu.edu.au**

### COURSE OVERVIEW

**Learning Outcomes**

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;
5. Strengthen key management competencies in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work.
**Proposed Assessment (Summary):** Assessment for this course will be confirmed with students at the first lecture of the semester. If there are any changes to the assessment, those changes will be publicised on Wattle.

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
<th>Linked Learning Outcomes (optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Tutorial participation</td>
<td>10%</td>
<td>Continuous over the semester</td>
<td>LO1, LO2, LO3, LO4, LO5</td>
</tr>
<tr>
<td>2. Portfolio task</td>
<td>25%</td>
<td>End of Tutorial in week commencing 31 March</td>
<td>LO1, LO2, LO3, LO4, LO5</td>
</tr>
<tr>
<td>3. Research essay</td>
<td>30%</td>
<td>8 May</td>
<td>LO1, LO2, LO3, LO4, LO5</td>
</tr>
<tr>
<td>4. Examination</td>
<td>35%</td>
<td>Within exam period: 5-21 June</td>
<td>LO1, LO2, LO3, LO4, LO5</td>
</tr>
</tbody>
</table>

**Research-Led Teaching**
Research-led teaching will be demonstrated by building upon the broad and multi-disciplinary base of the recommended text. Teaching will include providing access to supplementary research from relevant academic articles chosen against the weekly themes. Lectures and tutorials will present vocational problems that will be explored using a variety of theoretical approaches to foster critical thinking and applied learning.

The assessment tasks require both a sound understanding of theories and concepts, analysis of the key themes and subsequent synthesis of material to create solutions to HR problems. Submission of all assessment tasks is required to demonstrate both conceptual and vocational competence in the discipline of HR Management and Strategy. Although taught in discrete themes, the final assessment task (examination) will require students to possess sufficient confidence across all the material to analyse problems from multiple perspectives and provide comprehensive integrated solutions to HR management issues and the strategic needs of organisations.

**Feedback**

**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.
**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.

For more information on student surveys at ANU and reports on the feedback provided on ANU courses, go to:

http://unistats.anu.edu.au/surveys/selt/students/ and

http://unistats.anu.edu.au/surveys/selt/results/learning/

**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/

Students are expected to have read the Code of Practice for Student Academic Integrity before the commencement of their course.

Key policies include:

- **Student Assessment (Coursework)**
- **Student Surveys and Evaluations**
- **Assessment of Student Learning**
### COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week beginning</th>
<th>Theme / Topic / Module</th>
<th>Required Reading</th>
<th>Important Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>17th February</td>
<td><em>Lecture 1: An Introduction to Human Resource Management (HRM)</em></td>
<td>Chapter 1</td>
<td></td>
</tr>
<tr>
<td>24th February</td>
<td><em>Lecture 2: HR Planning &amp; Strategy</em></td>
<td>Chapters 2 and 4</td>
<td></td>
</tr>
<tr>
<td>3rd March</td>
<td><em>Lecture 3: Job Analysis and Job Design</em></td>
<td>Chapter 5</td>
<td></td>
</tr>
<tr>
<td>10th March*</td>
<td><em>Lecture 4: Recruitment and Selection</em></td>
<td>Chapter 6</td>
<td></td>
</tr>
<tr>
<td>17th March</td>
<td><em>Lecture 5: The Legal Framework and Employment Relations</em></td>
<td>Chapters 2, 3 and 9</td>
<td></td>
</tr>
<tr>
<td>24th March</td>
<td><em>Lecture 6: Developing Human Resources</em></td>
<td>Chapter 7</td>
<td></td>
</tr>
<tr>
<td>31st March</td>
<td><strong>Lecture 7: Managing for Employee Performance</strong></td>
<td>Chapter 8</td>
<td>Portfolio Task submitted at end of tutorial</td>
</tr>
<tr>
<td></td>
<td><strong>Mid-Semester Break: 5th April – 22 April plus ANZAC day public holiday – no Lecture or tutorials</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28th April</td>
<td><em>Lecture 8: Managing Employee Reward</em></td>
<td>Chapter 10</td>
<td></td>
</tr>
<tr>
<td>5th May</td>
<td><em>Lecture 9: Promoting Workplace Health and Safety</em></td>
<td>Chapter 11</td>
<td>Research essay due 8th May</td>
</tr>
<tr>
<td>12th May</td>
<td><em>Lecture 10: HRM &amp; Diversity</em></td>
<td>Chapter 2</td>
<td></td>
</tr>
<tr>
<td>19th May</td>
<td><em>Lecture 11: Assessing HRM Effectiveness and Contemporary Issues in HRM</em></td>
<td>Chapter 12</td>
<td></td>
</tr>
<tr>
<td>26th May</td>
<td><em>Lecture 12: Course Overview</em></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Assessment Requirements

### Assessment Tasks

#### Proposed Assessment Schedule - Overview

Students must complete all assessment items to achieve a pass in the Course. Details about assessment may change during the first two weeks of semester. Please ensure that you check with your lecturer or tutor about any changes. Changes to the assessment schedule will be posted to the Wattle site.

<table>
<thead>
<tr>
<th>Assessment item</th>
<th>Description and detail of assignment</th>
<th>Specific requirements</th>
<th>Due Date</th>
<th>Weighting (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment 1</td>
<td>Tutorial Participation</td>
<td>Students are expected to consistently and constructively participate in tutorials. Therefore, reading the required reading material prior to tutorials and consistently attending tutorials are essential.</td>
<td>Continuous over the semester</td>
<td>10%</td>
</tr>
<tr>
<td>Assessment 2</td>
<td>Portfolio of applied learning</td>
<td>Create a portfolio of work that demonstrates a theoretical understanding of the major aspects of HRM in an applied manner</td>
<td>At the end of respective tutorials scheduled in week commencing 31 March</td>
<td>25%</td>
</tr>
<tr>
<td>Assessment 3</td>
<td>Research Essay</td>
<td>Students will submit an individual research essay of 2000 words</td>
<td>Thursday, 8th May</td>
<td>30%</td>
</tr>
<tr>
<td>Assessment 4</td>
<td>Examination</td>
<td>Students will write a 2-hour closed book exam</td>
<td>Examination Period: 5 – 21 June</td>
<td>35%</td>
</tr>
</tbody>
</table>
Learning Outcomes-Assessment
How well have you achieved the learning outcomes for this course? Your lecturer makes this judgement based on your assignments and examination papers. This table illustrates how each assessment item provides evidence about your achievements against each learning outcome.

<table>
<thead>
<tr>
<th>Course Learning Outcomes</th>
<th>Assessment 1: Tutorial Participation</th>
<th>Assessment 2: Portfolio Task</th>
<th>Assessment 3: Research Essay</th>
<th>Examination</th>
</tr>
</thead>
<tbody>
<tr>
<td>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);</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Acquire a solid theoretical and practical perspective on the key human resource management concepts</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Identify the linkages between HRM processes and practices and business strategies, structures and culture</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Develop an awareness of the different internal and external factors that impact the effectiveness of HR processes and practices</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Strengthen key management competencies in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

7 | AUSTRALIAN NATIONAL UNIVERSITY
## Assessment Details

### Assessment 1: Tutorial Participation

<table>
<thead>
<tr>
<th>Due date</th>
<th>Continuous over the duration of the semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Instructions</strong></td>
<td>The tutorial is intended as a forum for the exchange of ideas and opinion on the themes and issues canvassed in lectures. Each student is expected to make an informed and considered contribution to tutorial discussions. Effective verbal communication skills are basic tools of trade for professional employment and the tutorial offers an opportunity to refine these skills in a peer context. It is important to note that reading the required reading material prior to tutorials, as well as consistently attending tutorials, is essential.</td>
</tr>
<tr>
<td><strong>Purpose</strong></td>
<td>To gauge student engagement and assess against learning outcomes</td>
</tr>
</tbody>
</table>

### Assessment 2: HRM Portfolio Task

<table>
<thead>
<tr>
<th>Due date</th>
<th>At the end of each student's tutorial scheduled, week commencing 31 March</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>25%</td>
</tr>
<tr>
<td><strong>Suggested length</strong></td>
<td>Position Description (up to two pages), Advertisement (up to 750 words), Recruitment Interview questions (up to 10 questions), induction schedule (up to two pages), Performance Agreement (up to two pages), Summary of theoretical elements (up to two pages)</td>
</tr>
<tr>
<td><strong>Instructions</strong></td>
<td>Students will create a portfolio of work demonstrating the application of HRM theoretical understanding i.e. in an organisational context. Specifically students will create a position description, job advertisement, recruitment interview questions, new employee induction schedule, and personal performance agreement or plan. Students will pick an organisation for which they wish to work (or otherwise have an interest in) and pick a position to analyse. The portfolio will need to demonstrate both a theoretical understanding of the major issues being explored in lectures and tutorials as well as synthesis into a demonstration of applied learning. Students may include up to two pages to summarise the major theoretical elements of their approach and how this is demonstrated in their portfolio or work.</td>
</tr>
<tr>
<td><strong>Purpose</strong></td>
<td>To enable students to demonstrate applied learning.</td>
</tr>
<tr>
<td><strong>Marking criteria</strong></td>
<td>Students will be graded on the comprehensiveness of the portfolio in demonstrating both a theoretically sound understanding of principles and the ability to synthesize their learning into practical examples.</td>
</tr>
</tbody>
</table>
Assessment 3: Research Essay

<table>
<thead>
<tr>
<th>Due date</th>
<th>Due 8\textsuperscript{th} May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>30%</td>
</tr>
<tr>
<td>Required length</td>
<td>2000 words double-spaced</td>
</tr>
<tr>
<td>Instructions</td>
<td>Students can choose ONE of the research essay questions posted on the course website (WATTLE)</td>
</tr>
<tr>
<td>Purpose</td>
<td>To assess students’ abilities to critically analyse, convincingly communicate, and demonstrate a thorough understanding of a topic area, and the academic research and theory relevant to that topic area.</td>
</tr>
<tr>
<td>Marking criteria</td>
<td>Students must demonstrate in the essay task an understanding of the major issues raised by the question, including application of HRM concepts and theory, briefly describing and effectively analysing key elements. Research essays must show evidence of academic reading and research skills from a range of sources (not just the recommended textbook). The essay must have an appropriate structure and logical sequence demonstrating synthesis of theory into persuasive academic argument. Students should seek to write in a clear and compelling manner with sources cited and ideas attributed correctly.</td>
</tr>
<tr>
<td>Submission details</td>
<td>To the RSM office by 4pm on Thursday, 8\textsuperscript{th} May</td>
</tr>
</tbody>
</table>

Assessment 4: Examination

<table>
<thead>
<tr>
<th>Due Date</th>
<th>During the exam period – i.e. from 5\textsuperscript{th} to 21\textsuperscript{st} June 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>35%</td>
</tr>
<tr>
<td>Instructions</td>
<td>Students will write a 2-hour closed book exam. The format of the exam will be announced during the course.</td>
</tr>
<tr>
<td>Purpose</td>
<td>To demonstrate the students’ understanding of significant HRM theories and principles from material covered within the course.</td>
</tr>
</tbody>
</table>

\textbf{Participation}

See Assessment Task 1

\textbf{Examination(s)}


The Course includes formal examination (see assessment task 4) and, as with all assessment tasks, must be attempted to obtain a pass in the course.
Assignment submission
Assignments are to be word-processed. The use of strict, professional expression is expected.

All assignments must have a cover sheet with all of the appropriate details completed. Assignment cover sheets are available from the course website or the RSM Office or website:

All students are required to keep a copy of assignments. If an assignment is mislaid, students will be required to provide an unaltered copy.

Online submission is encouraged but is not mandatory and is not to be in lieu of hard copy submission.

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.

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.

Late submission of Assignments
If an assignment is submitted after the due date it will not be marked unless an application for Special Consideration is approved. An application for Special Consideration must:

- where relevant include a medical report completed by a medical practitioner (an ordinary “medical certificate” is not sufficient);
- include a copy of as much of the assignment as has been completed by the due time and date; and
- be submitted as soon as practicable, preferably before or on the due date.

In general, a successful application for Special Consideration will result in the marking of the work completed at the due date with some upward adjustment of the mark, rather than an extension of time. However, in extenuating circumstances, supported by appropriate documentation, an extension may be granted.

Note that decisions about Special Consideration are not made by the teaching staff for this course.

Returning assignments
Assignments, once marked, will be returned in tutorials. Following that, marked assignments can be collected from the RSM office.

Referencing requirements
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

Examination material or equipment
Students will write a two-hour closed book exam. No general material, aids or equipment will be permitted in the examination.
Tutorial and/or Seminar signup
Tutorial registration for this course will be done via the Wattle course site during the first week of Semester. More information will be provided during the first lecture/seminar. Tutorials will be offered on Thursday (with Paul Stewart), Friday (with Ayman Malik), and Wednesdays (Rebecca Woods and Helen Hepburn)

Workloads
Students taking this course are expected to commit up to 10 hours a week to complete the work. This will include:

- 2 hour lecture per week
- 1 hour tutorial per week
- up to 7 hours per week private study including reading, research, writing, and assignment preparation.

Attendance Requirements
Attendance (and contribution during tutorials) will be a requisite factor in determining participation assessment (see assessment task 1).

Prescribed Texts and Reference Materials

Prescribed Text

Other Useful Texts
Jackson, S., Schuler, R & Werner, S., 2009 Managing Human Resources, 10E, Cengage Learning, USA
Stone, R. J., 2011 Human Resource Management, 7th Edn, John Wiley & Sons Australia Ltd, Sydney

HRM and related journals (alphabetical order):
Academy of Management Review (USA)
Asia Pacific Journal of Human Resources (Aust)
Harvard Business Review (USA)
Human Relations (USA)
Human resource Management (USA)
Human Resource Management Journal (UK)
International Journal of Employment Studies (UK)
International Journal of Human Resource Management (UK)
Journal of Human Resources (USA)
Journal of Industrial Relations (Aust)
Labour & Industry (Aust)
Management Today (Aust)
Personnel Management (UK)
Work, Employment and Society (UK)
HRM-related Websites:
Australian Human Resources Institute (www.ahri.com.au)
Australian Institute of Training and development (www.aitd.com.au)
Australian Public Service Commission (www.apsc.gov.au)
Department of Employment (http://employment.gov.au)

Support for Students
The University offers a number of support services for students. Information on these is available online from http://students.anu.edu.au/studentlife/