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.

**MGMT 2030**

**Human Resource Management and Strategy**

**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.

| Semester and Year | Semester 1, 2015 |
| Mode of Delivery | Robertson Theatre (46N) Wednesdays 4-6 pm + Tutorial |
| Course Convener | Karen Jansen |
| Office Location: | Room 1053 PAP Moran Bldg (26N) |
| Phone: | 6125 5548 |
| Email: | karen.jansen@anu.edu.au |
| Consultation hours: | Wednesdays 2-4 pm |
| Bio and research interests | Dr. Jansen holds a Ph.D. in Strategic HRM and Organizational Change. Her research emphasizes strategic change, cultural integration, and aligning talent with corporate goals. |

| Student Administrators | Research School of Management |
| | Room 1088 |
| | Level 1, LF Crisp Building 26 |
| | Mon. – Fri. 9am – 5pm |
COURSE OVERVIEW

Course 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.

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.

Continuous Improvement

We use feedback from students, professional bodies and staff to make regular improvements to the course. In response to this feedback, design improvements from the previous version of the course include:

- Greater emphasis on the strategic nature of Human Resource Management
- A new assessment applying and sharing current news or journal articles associated with a particular HR topic to build practical skills, deeper knowledge, and broader experience with HR principles.

Student Feedback

All CBE courses are evaluated using Student Experience of Learning and Teaching (SELT) surveys, administered by Planning and Statistical Services at the ANU. These surveys are offered online, and students will be notified via email to their ANU address when surveys are available in each course. Feedback is used for course development so please take the time to respond thoughtfully. Course feedback is anonymous and provides the Colleges,
University Education Committee and Academic Board with opportunities to recognise excellent teaching and to improve courses across the university. For more information on student surveys at ANU and reports on feedback provided on ANU courses, visit http://unistats.anu.edu.au/surveys/selt/students/ and http://unistats.anu.edu.au/surveys/selt/results/learning/

**COURSE SCHEDULE**

<table>
<thead>
<tr>
<th>Week</th>
<th>Summary of Activities</th>
<th>Required Reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:</td>
<td>18 Feb</td>
<td>An evolution from HR to Strategic HR</td>
</tr>
<tr>
<td>2:</td>
<td>25 Feb</td>
<td>HR Planning and Strategy</td>
</tr>
<tr>
<td>3:</td>
<td>4 March</td>
<td>The Legal Framework and Employment Relations</td>
</tr>
<tr>
<td>4:</td>
<td>11 March</td>
<td>Job Analysis and Job Design</td>
</tr>
<tr>
<td>5:</td>
<td>18 March</td>
<td>Recruitment</td>
</tr>
<tr>
<td>6:</td>
<td>25 March</td>
<td>Selection</td>
</tr>
<tr>
<td>7:</td>
<td>1 April</td>
<td>Developing Human Resources</td>
</tr>
<tr>
<td>8:</td>
<td>22 April</td>
<td>Managing Employee Performance</td>
</tr>
<tr>
<td>9:</td>
<td>29 April</td>
<td>Managing Employee Reward</td>
</tr>
<tr>
<td>10:</td>
<td>6 May</td>
<td>Executive Reward &amp; Performance</td>
</tr>
<tr>
<td>11:</td>
<td>13 May</td>
<td>Assessing HRM Effectiveness</td>
</tr>
<tr>
<td>12:</td>
<td>20 May</td>
<td>HRM in Cinema</td>
</tr>
<tr>
<td>13:</td>
<td>27 May</td>
<td>Course Overview</td>
</tr>
</tbody>
</table>

**COURSE ASSESSMENT**

Students must complete all assessment items to achieve a pass in the course. Please note that details about assessment may change during the first two weeks of the semester. Please ensure that you check with your lecturer or tutor about any changes. Any 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>Linked learning outcomes</th>
<th>Due Date</th>
<th>Weight (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment 1</td>
<td>Tutorial Participation</td>
<td>LO1, LO2, LO3, LO4, LO5</td>
<td>Continuous over the semester</td>
<td>10%</td>
</tr>
<tr>
<td>Assessment 2</td>
<td>Current Events Discussion Leader</td>
<td>LO1, LO2, LO3, LO4, LO5</td>
<td>During one tutorial within weeks 3 - 12</td>
<td>20%</td>
</tr>
<tr>
<td>Assessment 3</td>
<td>Research Essay</td>
<td>LO1, LO2, LO3, LO4, LO5</td>
<td><strong>Friday, 8 May</strong></td>
<td>35%</td>
</tr>
<tr>
<td>Assessment 4</td>
<td>Examination</td>
<td>LO1, LO2, LO3, LO4</td>
<td>35%</td>
<td></td>
</tr>
</tbody>
</table>

**Assessment 1: Tutorial Participation**

Due date: Ongoing

Value (%): 10%

Instructions: Students are expected to consistently and constructively participate in tutorials. Therefore, reading the required reading material prior to tutorials and consistently attending tutorials are
The tutorial is intended as a forum for the exchange of ideas and opinions on the themes and issues from lectures and reading. It is important to note that reading the required material prior to tutorials, as well as consistently attending tutorials, are essential to making a consistent and considered contribution. In addition, each student is expected to effectively contribute to tutorial discussions. The criteria for an effective contribution is posted on Wattle.

### Purpose
To gauge student engagement and assess against learning outcomes

#### Assessment 2: Current Events Discussion Leader

<table>
<thead>
<tr>
<th>Due date</th>
<th>In assigned tutorial (between weeks 3 and 12)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value (%)</td>
<td>20%</td>
</tr>
<tr>
<td>Suggested length</td>
<td>Not to exceed one page</td>
</tr>
<tr>
<td>Instructions</td>
<td>Students will choose a key concept from material presented for the week they are assigned, then locate a news or journal article published within the last two years that highlights this concept. Develop a one page handout for each student in the tutorial that includes (1) a brief description of the HR concept, (2) a summary and critical review of the article or news item, (3) two discussion questions, and (4) a footnote with the complete citation for the article.</td>
</tr>
</tbody>
</table>

**Purpose** To enable students to demonstrate application of theoretical concepts.

**Marking criteria** Students will be graded on effective preparation for the role of discussion leader (20%), the effective dissemination of information and utility of the discussion questions (40%), and the comprehensiveness of the written summary in demonstrating a theoretically sound understanding of principles (40%).

#### Assessment 3: Research Essay

<table>
<thead>
<tr>
<th>Due date</th>
<th>Due Friday, 8 May, 4 pm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value (%)</td>
<td>35%</td>
</tr>
<tr>
<td>Suggested length</td>
<td>2000 words double-spaced</td>
</tr>
</tbody>
</table>

**Instructions** Students can choose ONE of the research essay options to be posted on WATTLE.

**Purpose** 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.

**Marking criteria** 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.

**Submission details** Research essays need to submitted to the RSM office by 4 pm on Friday 8 May

#### Assessment 4: Examination

<table>
<thead>
<tr>
<th>Due Date</th>
<th>During the exam period – TBA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value or Weighting (%)</td>
<td>35%</td>
</tr>
</tbody>
</table>

**Instructions** Students will write a 2-hour closed book exam. The format of the exam will be announced during the course.

**Purpose** To demonstrate your understanding of HRM theories and principles from material covered within the course.

### Assignment Submission
Assignments are to be word-processed. The use of strict, professional expression is expected. Assignments are submitted using the course Wattle site. Assignments submitted
through Wattle no longer require cover sheets. Please keep a copy of the assignment for your records.

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 ANU Online.

**Extensions and Penalties**
Where an assignment is submitted after the due date, students are penalised by five per cent of the possible marks available for the assessment task per working day or part thereof.

**Special consideration for assessments**
Students who are unable to submit their assignment 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:


Special Consideration applications must be completed before the due date of the affected assessment, or no later than 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 are only submitted online at special.consideration@anu.edu.au. You will be notified by the RSM office if an extension has been approved.

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

**Resubmission of Assignments**
Assignments may not be resubmitted once marked.

**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.

**Examinations**
Students should refer to the ANU Official examination timetable site for information on end-of-semester exam http://timetable.anu.edu.au/exams/

**Scaling**
Your final mark for the course will be based on the raw marks allocated for each assignment or examination. However, your final mark may not be the same number as produced 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 or equal the scaled mark of that student), and may be either up or down.
Finalisation of Marks and Grades
After marking is concluded the lecturer will submit a report to the Committee of Examiners for the course recommending final marks and letter grades for each student. The Committee comprises, at a minimum, the Director of the Research School of Management, the lecturer, and at least one second examiner. The lecturer's recommendations are based on the points accumulated by each student and judgments about individual student performance, guided by the ANU Policy on Coursework Assessment:

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

READING LISTS
Prescribed Text

Search Me! and CourseMate (electronic resources provided with prescribed text)

HRM-related Websites:
Australian Human Resources Institute (www.ahri.com.au)
Australian Institute of Training and development (www.aitd.com.au)
Department of Education, employment and Workplace relations (www.deewr.gov.au)
National Institute of Labour Studies
Workplace Research Centre

TUTORIAL AND/OR SEMINAR REGISTRATION
Tutorial and/or Seminar signup for this course will be done via the Wattle website. Detailed information about signup times will be provided on Wattle or during your first lecture. When tutorials are available for enrolment, follow these steps:

1. Log on to Wattle, and go to the course site.
2. Click on the link “Tutorial signup here”
3. On the right of the screen, click on the tab “Become Member of ……” for the tutorial class you wish to enter.
4. Confirm your choice

If you need to change your enrolment, you will be able to do so by clicking 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 enrolment in ISIS must be finalised for you to have access to Wattle.

COMMUNICATION
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 may be sent via email and/or posted on the door of the relevant room.

More information about this course may be found on:
• Programs and Courses (http://programsandcourses.anu.edu.au/2014/Catalogue)
• the College of Business and Economics website (http://cbe.anu.edu/courses) and
• Wattle (https://wattle.anu.edu.au), the University’s online learning environment. Log on to Wattle using your student number and your ISIS password.

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: https://policies.anu.edu.au/ppl/index.htm.

Policy information on examinations and assessments can be found on the College of Business and Economics website at: http://cbe.anu.edu.au/students/student-information/examinations-assessment/

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